

**University Medical Center of Southern Nevada
Governing Board Meeting
August 28, 2024**

Emerald Conference Room (1st Floor)
Delta Point Building
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, August 28, 2024
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 2:07 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 (WebEx)
Laura Lopez-Hobbs
Renee Franklin (WebEx)
Chris Haase
Harry Hagerty (WebEx)
Mary Lynn Palenik (WebEx)
Jeff Ellis (WebEx)

Ex-Officio Members:

Present:

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

Absent:

Robyn Caspersen (Excused)

Others Present:

Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Rani Gill, Compliance Officer
Maria Sexton, Chief Information Officer
Susan Pitz, 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 July 31, 2024. (Available at University Medical Center, Administrative Office) (For possible action)

FINAL ACTION:

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

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

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the August 2024 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on August 27, 2024; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Credentialing Activities

ITEM NO. 5 Approve the Clinical Quality and Professional Affairs Committee's recommendation for approval of the UMC Policy and Procedures Committee's activities from its meeting held on June 5 and July 3, 2024; and take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- June Policies and Procedures
- July Policies and Procedures

- ITEM NO. 6 Approve the revisions to the Physician & Non-Physician Provider (wRVU) Productivity Compensation and Benefits Plan; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Productivity wRVU Physician Provider Comp Plan

- ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Letter of Extension with Aetna Health, Inc.; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Extension Letter
- Disclosure of Ownership

- ITEM NO. 8 Approve and authorize the Chief Executive Officer to sign the Amendment One to Master Service Agreement for Architectural Design and Documentation Services with EV&A; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Amendment
- Disclosure of Ownership

- ITEM NO. 9 Ratify the First Amendment to Hospital Services Agreement with Health Plan of Nevada, Inc., Sierra Health and Life Insurance Company, Inc. and Sierra Healthcare Options, Inc.; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Amendment One
- Disclosure of Ownership

- ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the Amendment to the Hospital Agreement with Hometown Health for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Amendment to Hospital Agreement – Redacted
- Disclosure of Ownership

- ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Letter of Agreement with Hometown Health for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Hometown Health LOA – Emergency Physician
- Disclosure of Ownership

ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the Diagnostic Staffing Service Agreement with Med-Smart, 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:

- Diagnostic Staffing Service Agreement
- Disclosure of Ownership

ITEM NO. 13 Approve and authorize the Chief Executive Officer to sign the RFP 2024-06 Agreement with Practice Partners, LLC for Comprehensive Care Management Services; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Agreement
- Disclosure of Ownership

ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the Agreement with Structured Communication Systems, Inc. for Tanium Endpoint Management System; authorize the Chief Executive Officer to exercise renewal options within his yearly delegation of authority; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Tanium Renewal – Redacted
- Disclosure of Ownership

ITEM NO. 15 Approve and authorize the Chief Executive Officer to sign the Agreement with UKG Kronos Systems LLC for UKG Pro Workforce Management Software; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Master Services Agreement
- Order Form – Redacted
- Disclosure of Ownership

ITEM NO. 16 Approve FY2024 Organizational Performance Objectives as reviewed and recommended by the Human Resources and Executive Compensation Committee; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Performance Objectives FY2024

ITEM NO. 17 Approve the recommended merit salary adjustment and incentive bonus for Fiscal Year 2024; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- None

ITEM NO. 18 Approve the FY2025 Organizational Performance Objectives as recommended by the Human Resources sand Executive Compensation Committee; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- FY25 UMC Organizational Performance Objectives

ITEM NO. 19 Review and recommend for award by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the RFP No. 2024-04 for Crisis Stabilization Center Administrative Services to Fundamental Behavioral Health Services, LLC d/b/a Nevada Behavioral Health Systems; authorize the Chief Executive Officer to sign the Professional Services 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:

- Professional Services Agreement

FINAL ACTION:

A motion was made by Member Hobbs that Consent Items 4-19 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 20 Receive Annual training on Corporate Compliance for hospital governing boards from Rani Gill, UMC Compliance Officer; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint

DISCUSSION:

Rani Gill, UMC Compliance Officer, presented the annual compliance training for hospital governing boards and provided a high-level overview of the seven elements of the program.

In 2023, the federal government collected over \$2.6 billion in False Claims Act settlements and judgments. The governing board should be knowledgeable about the content and operation of the compliance and ethics program and shall exercise reasonable oversight with respect to the program.

UMC compliance program includes all of the seven core elements as set out in the U.S. Sentencing Commission, United States Code and OIG Guidelines. UMC should never be in a position to have to justify non-compliance with the seven core elements. The program provides defense and support for mitigation

of fines and penalties, improves the speed and quality of responses to governmental investigations, and helps prevent the need for investigations.

There are seven elements of the compliance program. The seven required elements of an effective compliance program include:

- Compliance Officer and Program Oversight
- Code of Conduct and Policies/Procedures
- Education and Training
- Reporting and Communication
- Monitoring and Auditing
- Response and Corrective Actions
- Enforcement and Discipline

Lastly, Ms. Gill reviewed the board and senior management's role in the compliance framework, which includes placing emphasis on compliance, providing support, being proactive and ensuring a culture of accountability and responsibility.

A discussion ensued regarding the percentage of claims reported in hospitals as compared to other healthcare entities.

FINAL ACTION:

None

ITEM NO. 21 Review and discuss the Governing Board 2024 Action Plan, to include an informational update on the Epic UGM conference and UMC's Epic System strategy and roadmap; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- PowerPoint

DISCUSSION:

Maria Sexton, Chief Information Officer, provided an update on the UGM Epic conference and key of the takeaways from the seminar, as well as an update on the strategies and roadmap implemented as of October 2023. Epic is installed in all 50 states and 9 countries.

The focus of UGM were on 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. Over the past 10 months, there has been much progress, including the addition of three major service lines.

Ms. Sexton highlighted strategic focus in revenue increase and supply costs reduction. UMC has gone live with Payer Platform, which is an automated way to

send documentation to payers. Patient scheduling is also a focus to allow online scheduling, ticket scheduling and On My Way for the urgent care centers, allowing patients to do self-scheduling. Ms. Sexton also reviewed new technology which has been implemented to improve clinician efficiency. Hello World, which is an SMS-text based option for appointment reminders, information and payments, improving the patient experience.

Lastly, she provided highlights from the 45th Epic User Group Meeting and sessions which focused on access to patient care, ease of patient scheduling, expansion of the Cosmos platform for research, business continuity and artificial intelligence technology. UMC will have a post UGM review from the meeting on September 6th to discuss strategies moving forward.

There was continued discussion regarding the eligibility as an Honor Roll recipient and if this is a goal for UMC. Ms. Sexton responded that UMC is assessing this goal, as well as the gold star program, to see if this is an attainable achievement.

Chairman O'Reilly would like Ms. Sexton to provide a report next month regarding future goals for the coming year.

FINAL ACTION:

None

ITEM NO. 22 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, August 5, 2024 at 2:03 pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee discussed and scored the FY24 Organizational Performance goals. Four of the five goals were fully met and one goal was partially met. The committee also discussed, approved and finalized five goals for FY25. Final results and recommendation for all goals were sent to the HR Committee.

The committee reviewed and approved the UMC Policies and Procedures activities of June 5th and July 3rd, which are a part of today's consent agenda.

There was one emerging issue presented regarding accounting of Pathways to Excellence and attainment of Magnet status.

There was no public comment and the meeting adjourned at 3:04 PM.

FINAL ACTION:

None

ITEM NO. 23 Receive a report from the Governing Board Strategic Planning Committee; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- None

DISCUSSION:

Member Hagerty provided a report on the meeting which was held on Wednesday, August 15, 2024 at 9:00 am. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee first received a status update on the focused service lines, including general surgery, orthopedics, cardiac services, Women and Children's services and ambulatory for the 4th quarter of 2024 as compared to 2023.

The Committee next discussed the FY24 Organizational Performance goals, in which four out of five of the goals attributable to the Strategic Planning Committee were met. The committee also discussed, approved and finalized five goals for FY25. Final recommendation for all goals were sent to the HR Committee.

There were no emerging issues and no public comment. The committee went into closed session and adjourned at 11:25 a.m.

FINAL ACTION:

None

ITEM NO. 24 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

Member Ellis provided a report on the meeting which was held on Monday, August 26, 2024 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 an annual report on the new hires and terminations. Nursing turnover was at 6% and approximately 7% for total staff turnover. New hire percentage was at 15%. The Committee next received the CHRO report, highlighting new automation systems and status of the SEIU negotiations.

The next item included revisions to the Physician/Non-Physician Agreement. The committee would like to review the productivity of hired vs. contracted physicians.

The Committee discussed the FY24 Organizational Performance goals which were all met at 100%. The committee also discussed, approved and finalized five goals for FY25. Final recommendation for all committee goals were sent to the Governing Board for approval, which were a part of today's consent agenda.

The Committee recommended a total award of 94% for the achievement of goals. CEO merit and salary adjustment was discussed, as well as the overall compensation. The 2025 fiscal year goals were reviewed for the HR committee, as well as for all of the other committees and are a part of today's consent agenda.

There was one emerging issue presented regarding monitoring of physician productivity.

There was no public comment and the meeting adjourned at 4:20 PM.

FINAL ACTION:

None

ITEM NO. 25 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 Hagerty provided a report on the meeting which was held on Wednesday, August 21, 2024 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 reviewed the financial impact of the Formula One and Superbowl events. UMC is working together at the city, county, state and federal levels regarding public safety measures and emergency preparedness. The financial impact was minimal, although it would have been larger if there was a mass casualty event.

The Committee received a report from the CFO on the monthly financial results and fiscal year-end financials for July 2024. It was reported that fiscal year results for fiscal year 2024 met budget. UMC will be staffing the crisis stabilization center.

The business items were reviewed and approved 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 no public comment and the meeting adjourned at 3:35 PM.

FINAL ACTION:

None

ITEM NO. 26 Receive the monthly financial report for June FY24 year to date and the monthly financial report for July FY25; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- June FY24 and July FY25 Financial Reports

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for June FY24 and July FY25.

The key indicators for year to date for June showed 23K admissions, below budget 7%. The AADC was 568. Average length of stay was at 6.18 days. Overall hospital acuity was 1.85 and Medicare CMI was 2.10. Inpatient surgeries were 12% below budget. Outpatient surgeries were 11% above budget. There were 184 transplant cases for the year. There were about 108K ER visits through the year. Approximately 22.7% of ER patients are being admitted.

Quick cares had 215K visits and primary cares saw approximately 81K patients. There were 6,881 telehealth visits and orthopedic clinic had 20,757 patient visits and there were over 1,500 deliveries for the year.

The income statement for the month showed operating revenue below budget \$7.7 million. Net to gross was good at 19%. Total operating expenses were below budget \$1.6 million. Total earnings before depreciation and amortization was \$67.4 million on a budget of \$66.1 million, exceeding budget by \$1.3 million.

The key indicators for July showed admissions below budget 10%. The AADC was 584. Average length of stay was at 6.16 days. Overall hospital acuity was 2.03 and Medicare CMI was 2.15. Inpatient surgeries were 2% above budget. Outpatient surgeries were 12% above budget. There were 15 transplant cases. ER visits showed 700 patients. Approximately 23.4% of ED patients are being admitted. Quick care visits were up 6%.

The income statement for the month showed operating revenue below budget \$3.1 million. Total operating expenses above budget \$2.8 million. Total income from ops was \$3.3 million on a budget of \$3.1 million, leaving us \$155k above budget.

Salaries, wages and benefits were over budget approximately \$1 million for the month, primarily due to radiology and contract labor. Overtime is over budget by

approximately 3%. All other expenses were \$1.8 million above budget and the key driver was supplies, related increased surgical cases and 340B revenue.

FINAL ACTION:

None

ITEM NO. 27 Receive an update from the Dean of the Kirk Kerkorian School of Medicine at UNLV; and take any action deemed appropriate. (For possible action)

Chairman O'Reilly welcomed Regent Stephanie Goodman.

Dean Kahn began his report by discussing the GME program. He noted that Senator Cortez-Masto, along with leadership from Renown, UNR and UNLV, attended a meeting hosted by UMC to discuss the need for increased GME funding in the state.

July 1st the school welcomed their first 2 Rheumatology Fellows. The school is in the process of finalizing an application for Hematology Medical Oncology Fellowship and working with a group to start an Ophthalmologic residency.

Approximately 35 faculty members are due to start between now and October.

FINAL ACTION:

None

ITEM NO. 28 Receive an update from the Hospital CEO; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

CEO Update

DISCUSSION:

Tony Marinello, UMC COO provided the following CEO updates:

- UMC Medicine Group and Emergency Medicine Group update – There have been 75 physicians welcomed to UMC as of July 1st. It has been a smooth and successful transition.
- Third New Cath Lab and recovery room is now open
- RTAB and Health District update – Meeting on will be September 5th
- ReVITALize update – The project is on time and on budget
- UMC hosted Senator Cortez-Masto for GME Summit
- American College of Surgeons Military Medicine visit
- Col. Dr. Jeremy Kilburn – Healthcare Heroes Award winner
- Best of Las Vegas voting now open – Orthopedics and Heart and Stroke programs have been added

FINAL ACTION:

None

SECTION 4: EMERGING ISSUES

ITEM NO. 29 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

DISCUSSION:

Tory Begay, Emergency Preparedness Program Coordinator to provide report to the Board.

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 3: 30 PM. Chair O'Reilly adjourned the meeting.

APPROVED: September 25, 2024

Minutes Prepared by: Stephanie Ceccarelli, Governing Board Secretary