University Medical Center of Southern Nevada
Governing Board Meeting
June 28, 2023

Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, June 28, 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 2:12 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
Laura Lopez-Hobbs
Robyn Caspersen
Mary Lynn Palenik
Chris Haase (via WebEx)
Renee Franklin (via WebEx)
Jeff Ellis (via WebEx)
Harry Hagerty (via WebEx)

Ex-Officio Members:

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

Absent:
Donald Mackay, M.D., Vice-Chair (Excused)

Others Present:
Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Shana Tello, Academic and External Affairs Administrator
Jamie King, Director of Pharmacy Services
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 May 31, 2023. ***(Available at University Medical Center, Administrative Office) (For possible action)***

FINAL ACTION:

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

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

Items 12 and 13 will be held out for separate discussion.

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the June 2023 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on June 27, 2023; and 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 meetings held on April 5, 2023 and May 3, 2023; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Policies and Procedures April and May 2023

ITEM NO. 6 Approve and authorize the Chief Executive Officer to sign the Agreement with HealthLinx, Inc. for Nursing Excellence Assessment Services; authorize the Chief Executive Officer to execute extension options or amendments; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Nursing Excellence Solution Agreement
- Disclosure of Ownership

ITEM NO. 7 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:
- Letter of Agreement
- Disclosure of Ownership

ITEM NO. 8 Approve and authorize the Chief Executive Officer to sign the Eighth Amendment to Memorandum of Understanding with Intermountain IPA, LLC for Managed Care Services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- MOU – Amendment 8
- Disclosure of Ownership

ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the Amendment Six to Primary Care 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:
- Provider Incentive Amendment Six
- Disclosure of Ownership

ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the Amendment Four to Participating Facility Agreement with SelectHealth, Inc. and SelectHealth Benefit Assurance, Inc. for Managed Care Services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Participating Facility Agreement – Amendment 4
- Disclosure of Ownership

ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Amendments to Agreements with Steris Corporation for Phase I & II 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**:**
- Phase 1 – Amendment 1
- Phase 2 – Amendment 2
- Disclosure of Ownership

ITEM NO. 14 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Third Amendment to RFP 2018-01 Agreement with Compass Group for Food Services and Clinical Nutrition Management Services (Lot 2); or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Agreement for Food Services – Third Amendment
- Disclosure of Ownership

ITEM NO. 15 Recommend for approval by the Board of County Commissioners, also sitting as the Board of Hospital Trustees for University Medical Center of Southern Nevada, the settlement in the matter regarding the Estate of Porfirio Rea; and authorize the Chief Executive Officer to execute any necessary settlement documents; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Settlement Agreement

FINAL ACTION:

A motion was made by Member Hobbs that Consent Items 4 -15, with the exception of Items 12 and 13, be approved as presented. Motion carried by unanimous vote. Items 12 and 13 will be reviewed separately.

At this time, the Board reviewed and discussed agenda Items 12 and 13.

ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the Agreement with the Board of Regents of the Nevada System of Higher Education on behalf of the Kirk Kerkorian School of Medicine at the University of Nevada, Las Vegas and UNLV Medicine d/b/a UNLV Health for EMR system access; authorize the Chief Executive Officer to execute any extension options and amendments; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- EMR System Access Agreement

DISCUSSION:

Chair O'Reilly stated that this item has been before the Board previously. This agreement will allow for a 30-day out providing remedy to issues that are being discussed between the parties.

FINAL ACTION:

A motion was made by Member Caspersen that Agenda Item 12 be approved as presented. Motion carried by unanimous vote.

ITEM NO. 13 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Eighth Amendment to Preliminary Affiliation Agreement with the Board of Regents of the Nevada System of Higher Education on behalf of the Kirk Kerkorian School of Medicine at the University of Nevada, Las Vegas; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Eight Amendment to Preliminary Affiliation Agreement

DISCUSSION:

Chair O'Reilly commented that this amendment has had various iterations and provides time, if necessary, to unwind the relationship between the parties. The amendment extends the term of the agreement to provide salaries and mission support for the new academic year.

FINAL ACTION:

A motion was made by Member Hobbs that Agenda Item 13 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 16 Receive an educational presentation from UMC Director of Pharmacy, Jamie King regarding UMC's response to and monitoring of drug shortages impacting the United States; and direct staff accordingly. *(For possible action)*

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

DISCUSSION:

Mr. Van Houweling introduced Jamie King, Director of Pharmacy and provided a brief background of her tenure with UMC.

Ms. King provided a high level overview of the drug shortages that are occurring throughout the United States and how they are affecting us locally. She listed some of the drugs that are on critical shortages.

Chair O'Reilly asked how many of the drug shortages are due to supply chain issues. Ms. King responded that some, but not all are related to supply chain delays. She continued by describing a variety of reasons that there have been shortages, including manufacturing, regulatory, quality issues and raw material shortages, natural disasters, as well as other reasons. One single source issue can cause a chain reaction through the system with other manufacturers.

The discussion continued regarding the impact that drug shortages and delays have had on costs, patient care, treatments and the stresses it imposes on providers, nurses and pharmacies.

In the first quarter of 2023, there were approximately 301 drug shortages that were actively being monitored in the United States, as compared to about 70 per quarter in prior years. UMC has been proactive in monitoring shortages over the past 5 quarters and seeks to ensure there is no impact in patient care or pharmacy operations.

A conversation ensued regarding how the Epic system and Pyxis drug storage devices interface and work together to ensure adequate drug supply for the hospital.

FINAL ACTION:
None

ITEM NO. 17 Receive an educational presentation from Patty Scott, Quality, Safety and Regulatory Officer, on The Joint Commission National Patient Safety Goal specific to improving health equity and leadership responsibilities; and direct staff accordingly. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
None

DISCUSSION:

Patty Scott, Quality, Safety and Regulatory Officer provided an overview of The Joint Commissions new National Patient Safety Goal.

Healthcare equity is a quality and safety priority. Effective July 1, 2023, the Leadership Standard that addresses health care disparities as a quality and safety standard will become a new National Patient Safety Goal. This change will increase the focus on improving health care equity. There was a review of six goal specific requirements to review, monitor, analyze, develop and evaluate processes the facility will have to incorporate to improve health equity.

CMS has new regulation that will come into effect wherein the facility will be required to report on inpatient and outpatient quality indicators related to equity.

Organizational commitment is needed by the Governing Board and executive levels, as well as vision, creativity and sustained effort throughout the organization. UMC has put processes in place to detect and address health care disparities and these processes are fully integrated with existing quality improvement activities within the organization.

Ms. Scott next reviewed five social determinants of health and the health related social needs within the community, such as transportation, food and housing insecurities, education, literacy and medical needs.

Progress and action plans to assist the community will be reported at future meetings. Information will be disseminated quarterly through the board committees. A discussion ensued regarding assistance provided to patients to ensure they are making their appointments on time.

FINAL ACTION:
None

ITEM NO. 18 Receive an update on the status of the legislative session and the impact on UMC and the healthcare industry from Shana Tello, Academic and External Affairs Administrator; and direct staff accordingly. _(For possible action)_

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

DISCUSSION:

Shana Tello provided an update on the 82nd Legislative session and other federal activities. Ms. Tello thanked the NHA, Nevada Rural Hospitals and the legislative team that has provided assistance during the session.

The session ended on June 5th. There were two special sessions. Over 1,000 bills were introduced. The Governor signed 536 and 75 were vetoed. Some of the topics of major focus during the session were economic development, higher education and housing, as well as other key topics in the FY24 approved budget.

She next showed legislative priorities for 2023 and provided a list Federal and State bills that are being addressed, as well as bills that were being closely monitored by UMC:

SB192 - Modernization of NRS 450 – This will recognize the Governing Board rather than an advisory board, allow dentist employment and closed meeting sessions to include quality and healthcare compliance issues. This will go into effect October 1, 2023.

SB289 – Healthcare Worker violence – This will expand the scope of the defined healthcare worker staff and the locations to include ambulatory clinics.

There was a brief discussion regarding the increase in hourly wage for personal care services and the increase to the Medicaid reimbursement rate.

The Nevada Hospital Association Legislative overview packet was provided. Ms. Tello highlighted some of the bills that passed, died or were vetoed, which included those related to Reimbursement/Costs bills, Provider and Workforce bills, Provisions related to Healthcare Delivery, Mental and Behavioral Health and Medication and Pharmacy bills.

Lastly, there was a review of the items that directly impacted hospitals.

FINAL ACTION:
None

ITEM NO. 19 Review and discuss the Governing Board 2023 Action Plan, to include an informational presentation on the UNLV GME survey and action plan; and direct staff accordingly. _(For possible action)_

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

DISCUSSION:

Mr. Van Houweling introduced UMC interns Jessika Dragna, UNLV Healthcare Administration Undergraduate and Marjorie Divina, UNLV Healthcare Administration and Policy Undergraduate, who will provide the results of the 2023 GME Survey.

The purpose of the GME Survey was to provide essential information to improve physician retention efforts along with identifying other areas of focus based on resident and fellow responses. Ms. Dragna began the presentation by reviewing the creation of the survey, the key stakeholders involved, the timeline of the survey process and the survey results.

The survey was a joint collaboration with UMC and the Kirk Kerkorian School of Medicine. The anonymous 10 -15 minute survey, using the qualtrics survey tool, included 36 questions, 8 sections, and incentives. The survey ran from March 21st through April 14th.

Of the 336 individuals in the GME program, 83 completed the survey, which was a 25% overall response rate. A statistical breakdown was provided of the survey completion by residency and fellowship programs, along with demographics, job incentives and barriers that were most influential to respondents. GME program specific questions regarding the experience thus far with the program, recommending the program and work-life balance were reviewed. A lengthy discussion ensued regarding opportunities to improve the program experience.

Chair O'Reilly asked if the question regarding work-life balance for physicians was correct; stating that it should possibly be "residents" instead. Ms. Dragna responded that this was something that was identified that could be changed in the future.

Considerations to retain physicians were discussed. The survey results showed 80% reported having educational debt. Ms. Dragna shared some of the loan repayment programs and 2023 legislative programs that are available.

Resident feedback was shared. The next three slides shared ways that UMC can retain residents to physicians in Nevada in the long term. She stressed the importance of conducting the survey, making an impact early and taking action.

There was continued discussion regarding the frequency of conducting the survey.

Ms. Divina continued by sharing the next steps and action plans moving forward. The goals and actions of focus were to:

1. Provide healthy snacks in resident areas
2. Assess realistic spaces for a lounge
3. Upgrade computers to WOWs to allow real time charting
4. Create a UNLV-UMC GME relations and experience team
5. Increase and create research opportunities
6. Increase vacation time to 4 weeks

A more detailed action plan is being compiled and will be shared with leadership in an effort to improve the outcomes for each survey category in the future.

There was continued discussion regarding how to improve the survey participation in the future.

Chair O'Reilly suggested that leadership look into how to address the feedback and concerns that were identified in the survey and address them with the Board or Committees as future agenda items.

FINAL ACTION:
None

ITEM NO. 20 **Receive an update 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, June 7 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 received an update on the service line performance and a comparison of the financial performance of the focused service lines of FY23 as compared to FY22. Property acquisition activity was next reviewed. There are several properties under contract or in negotiation at this time.

A presentation was received on the progress of the façade project and how UMC continues to play a role in the medical district. The primary specialties that patients travel out of the area for treatments are in cancer, transplant, ortho and spine. UMC's service lines are aimed at reducing those outward migrations. A review of the strategy initiatives between UMC and the Kirk Kerkorian School of Medicine were next reviewed.

Lastly, the Committee reviewed the organizational performance goals. Final review of the goals will take place in August.

There were no emerging issues, no public comment. The Committee went into closed session and adjourned at 10:45 AM.

FINAL ACTION:
None

ITEM NO. 21 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, June 21, 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 an educational presentation from UMC's Materials Management Director, Doug Moser-Corpus, on GPO activities at UMC. UMC participates in the HealthTrust GPO, which is the 3rd largest GPO in the nation. Purchasing requirements and savings benefits of this agreement were discussed. UMC's membership with this GPO is at 86%.

Financial results from May FY23 and year to date financials, which included trended stats and data were reviewed.

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

FINAL ACTION:
None

ITEM NO. 22 Receive the monthly financial report for May FY23; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
May FY23 Financials

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for May FY23.

The key indicators for May showed significant volume. Admissions were below budget 6%. ALOS was at 6.16 days, which is below prior year. Hospital CMI was at 1.85 and Medicare was at 1.86. There were 814 inpatient surgeries and outpatient surgeries were 12% below budget. There were 13 transplants and ER visits were consistent with budget. Quick cares were up 4.5% below budget and primary cares were almost 20% above budget. There were 433 telehealth visits and over 1,500 ortho outpatient visits.

The income statement for the month showed net revenue above budget $12.2 million and operating expenses were $9.7 million above budget. Total income from ops was almost $6 million above budget, $2.5 million above budget. Year to date, revenue was strong at $57 million above budget and operating expenses were $57.3 over budget. Income from ops was on budget at $36.5 million.

Salaries, wages and benefits was above budget almost $8 million. Overtime and contract labor is being managed very well. All other expenses was over budget $1.7 million due to professional fees, supplies and purchased services.

FINAL ACTION:

None

ITEM NO. 23 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.

Dean Kahn began by stressing the critical importance of the relationship between the school and UMC. Strategic growth is a priority and their relationship is absolutely sacrosanct in the mission to care for the community.

The Dean next provided an update on the bills of focus during in the legislative session, which include AB37 – Funding for recruitment, education and retention of behavioral/mental health workforce and SB457 which would appropriate funding to the school, allowing them to increase class size and increase faculty. SB350 would provide state funding to GME in new programs.

Residents began orientation on June 20th and will be in the hospital on July 1st. New classes will begin on July 11th with 66 students, an increase from 60 students. He added that 98% of the students are from Nevada. He added that there is great diversity in the student body. A discussion ensued regarding the objective standards in terms of the diversity and how they compare to other schools.

FINAL ACTION:
None

ITEM NO. 24 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:

- The Joint Commission Survey – UMC just completed the tri-annual Joint Commission survey. The survey covered a total of six days. Thank you to the Board members and Patty Scott for your leadership. Mr. Van Houweling provided the statistics that are reviewed during the visit. There were 56 findings that were addressed, which is about 1% of the objectives that are reviewed. Action plans are in process.
- ReVITALize Façade Project – There has been great progress. Construction was paused during the Joint Commission survey. Mr. Van Houweling provided a status update of the timeline and cost saving opportunities.
- We have received a term notice from Desert Radiology. The process has begun to bring radiology in-house.
- Real estate update – There have been multiple purchases in the area.
- The 13th Annual Cardiac Symposium was a great success. Three Fellows were recognized and Dr. Tony Marlin was recognized for his contributions to the community.
- Price adjustments will be coming to the café as of July 10th.
- UMC Impact Service Awards for the 20 to 30 year employees.

FINAL ACTION:
None

SECTION 4: EMERGING ISSUES

ITEM NO. 25 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. ***(For possible action)***

DISCUSSION:

1. UMC preparation for the increased travel during the summer months

2. Hope Gala involvement

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 Caspersen to go into closed session.

There being no further business to come before the Board at this time, at the hour of 4:37 PM, Chair O'Reilly adjourned the meeting, and the Board recessed to go into closed session.

SECTION 5: CLOSED SESSION

ITEM NO. 26 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 4:41 PM.

At the hour of 5:07 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 5:07 PM, Chair O'Reilly adjourned the meeting.

APPROVED: July 26, 2023
Minutes Prepared by: Stephanie Ceccarelli, Board Secretary