University Medical Center of Southern Nevada
Governing Board Special Meeting
February 24, 2021

UMC Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, February 24, 2021
10:00 AM.

The University Medical Center Governing Board met in special session, at the location and date above, at the hour of 10:00 AM. The meeting was called to order at the hour of 10:00 AM 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
Donald Mackay, M.D., Vice-Chair
Robyn Caspersen
Harry Hagerty
Laura Lopez-Hobbs
Christian Haase
Renee Franklin
Jeff Ellis – via WebEx
Mary Lynn Palenik – via WebEx

Ex-Officio Members:

Present:
Barbara Fraser, Ex-Officio
Dr. Frederick Lippmann, Chief of Staff
Dr. Marc Kahn Dean UNLV

Absent:
None

Others Present:
Mason VanHouweling, Chief Executive Officer
Michelle White, Chief of Staff – Office of the Governor
Jim Murren, Chairman of the COVID-19 Response, Relief & Recovery Task Force
John Steinbeck, Fire chief, Clark County Fire Dept.
Carissa Rey, Academic and External Affairs Officer
Jennifer Wakem, Chief Financial Officer
Tony Marinello, Chief Operating Officer
Patricia Scott, Clinical Quality Director
Danita Cohen, Experience
Debra Fox, CNO
Kurt Houser, CHRO

Susan Pitz, General Counsel
Stephanie Ceccarelli, 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 Agenda *(For possible action)*

FINAL ACTION: A motion was made by Member Franklin that the Special Meeting agenda be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 3 Introduction and opening comments from Chairman John O'Reilly.

Chairman O'Reilly thanked everyone for their attendance and their participation in the survey process to help identify areas for improvement for the year. The goal for this Board is to identify action items and implement action plans which will allow UMC to be even more improved in 2021 after COVID.

He added that there are many lessons that have been learned during 2020. Through this dialog and with additional focus, the Governing Board can supplement what is done effectively every month at the Committee level to improve the hospital and the community.

ITEM NO. 4 Receive a report from UMC CEO a report from UMC CEO, Mason Van Houweling, regarding the Southern Nevada healthcare environment and market assessment; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Market Competitor Activity

Mason Van Houweling, CEO provided an overview of the Las Vegas healthcare market and the activities of the major hospital systems in Clark County, which includes Hospital Corporation of America (HCA), Universal Health Services (UHS), Dignity Health, Intermountain and several other facilities. He gave a breakdown of each facility bed count, services provided and strategic activities.

FINAL ACTION: None

ITEM NO. 5 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:

The meeting was held on February 8, 2021 at 3:02 pm. There was a quorum of members in attendance. There was no public comment. The minutes of the December 7, 2020 meeting were approved and the agenda was approved.

Updates on the Magnet journey and the NDNQI RN survey were presented by Deb Fox. Nurses are required to participate and the minimum requirement for participation is 51% and the UMC goal of 90% was achieved and exceeded. There has been improvement in most areas categories of Magnet status.

JoAnna Dean and Jovi Romitio provided additional information regarding patient experience relating to HCAHPS scores. Four categories within HCAHPS which require improvement, were selected for training; education and action plans have been implemented in all 48 nursing units to reflect improvement in these categories. Benchmarks must be achieved in order to reach Magnet status.

Ron Roemer, Director of Research, provided the committee with an update on clinical trials at UMC. There have been more new studies in FY2021 than in all of 2020. The total number of patients enrolled has also increased. Currently UMC has 156 active studies and UNLV has 76. There are 2 COVID studies under investigation.

Patty Scott provided the Quality, Safety and Regulatory update. The patient experience team has been working on COVID related duties for 1 year, including screening, testing and vaccinations. A review of HCAHPS and ICARE4U initiatives was provided. Also reviewed were 3rd quarter 2020 grievances and CEO performance objectives.

Policies and procedures were approved, along with contract evaluation. The committee unanimously approved the activities of the UMC Policy and Procedures Committee meeting from November 30, 2020.

Lastly, emerging issues included an invitation to Ron Roemer to provide updates regarding clinical studies and to continue receiving updates on Magnet status. There was no public comment and the meeting adjourned at 4:30 pm.

FINAL ACTION: None

ITEM NO. 6 Discuss 2021 initiatives of the Governing Board Clinical Quality and Professional Affairs Committee, to include community outreach goals and

quality initiatives; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Quality Presentation
- Experience Update
- PTE and Magnet Details

DISCUSSION:

Patty Scott described the culture of safety that is provided through the Clinical Quality Committee. The committee establishes the framework necessary to promote a culture of quality, safety, transparency and reliability. This is a continuous learning organization. Leadership has been directly engaged with progress with Magnet and Patient Experience. Focus areas of performance improvement and accomplishments were discussed.

Danita Cohen, Chief Experience Officer, talked about the goal of inspiring a post-pandemic culture that focuses on the patient experience and not solely on COVID-related safety measures. She highlighted the comments received from patients who have visited the testing and vaccination sites. She noted that almost 1 million tests have been performed and approximately 26K vaccinations have been administered. An overview of the community outreach events, awards and recognitions were reviewed. Lastly, she spoke about the UMC Foundation donations received.

Deb Fox, Chief Nursing Officer, provided the theoretical highlights of Pathways to Excellence (PTE) and Magnet designations. UMC is one of only five hospitals in the US that is doing a dual journey, meaning we are maintaining the Pathways designation while we are on the Magnet journey. This is now recognized as an international designation. It has been a strategy to achieve PTE first and there are only 196 PTE facilities in the US. Within Nevada, there are 5 Pathways facilities.

The Magnet journey was next discussed. Ms. Fox stated that despite challenges, the nursing staff has met most benchmarks on the survey and has had a 93% response rate. This designation is the highest and most prestigious credential a healthcare organization can receive. There are 461 Magnet hospitals, representing 7.6% of all licensed facilities as of 2020. Only about 3% of Magnet hospitals are successfully re-designated. Lastly, she detailed where we are in the application journey.

At this time, the Board proceeded to Item 9 to have a round table discussion with community leaders.

ITEM NO. 9 Roundtable discussion on Nevada's Covid-19 response with community leaders; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
None

DISCUSSION:

Chair O'Reilly introduced Governor's Chief of Staff, Michelle White, Chairman Jim Murren and Fire Chief John Steinbeck as the community leaders participating in the roundtable discussion.

Chief White began the discussion by reflecting on the coordinated effort taken by leaders from the state, including those from healthcare, private and public sectors, emergency response and the National Guard, to come together and develop the response needed to tackle the COVID crisis. She noted some of the challenges that the state faced in acquiring PPE and the difficult decisions that were made while navigating through this crisis. There is optimism in the roadmap to recovery and kick-off of a safe re-opening plan. The focus now is on vaccinations and a long term transition to "back to normal", economic recovery and the future of the State.

Chairman Murren provided an overview of where we were a year ago because it informs how we should move forward in the future. He described development of teams to help acquire PPE, the $10.8 million in funds raised to make purchases of PPE and assistance from resources in the private sector which helped keep Nevada safe. Testing capacity in the state was discussed. He highlighted the work done at UMC and the PCR COVID specific lab, which can test 10K people a day. The app COVID Trace, which was developed to assist in efforts with contact tracing, has been downloaded by nearly 700K Nevadans. The Connected Kids internet initiative and vaccination roll out initiatives were next highlighted. He concluded that Nevada, Las Vegas, should be considered the health safety capital of America. A layering approach of facilities readiness is being created to provide solutions will mitigate the challenge of COVID. He also sees an optimistic future.

Chief Steinbeck took an opportunity to thank Chairman Murren and Chief White for their support. He shared his appreciation for the partnership with UMC and the availability of PPE and testing to assist emergency management. The opportunity to provide protection to the staff and the community has been empowering. He added that this is the most important effort that we will ever be a part of in our community's history. The Chief shared his experiences in helping at the testing sites. Recovery begins long before the emergency and his hope is that we come back stronger than before.

Chairman O'Reilly asked that the panel focus on the economic disaster that has been imposed on the community and other challenges that have immersed the community. He also asked what are top items that the state, hospital and community can focus on to avoid economic disasters in the future and the possible prevention measures in place.

Chief White noted that this was a public health crisis before it became apparent that it was so much more than that with many devastating impacts. There is a noticeable difference in the economic impact between southern Nevada as compared to northern Nevada. The reality is that the state needs to have a concentrated effort on southern Nevada based on the data that has been received. The state of Nevada could suffer if southern Nevada does not have a strong recovery. She continued with the plans moving forward in supporting the businesses, the conventions and the education system.

Chairman Murren spoke briefly about the top important items that we can focus on to avoid the economic disasters that could happen in the future. Continue to build testing capacity and ensure we are invested in resources. There needs to be investment in the school system statewide with the same health safety requirements. Lastly, we need to have consumer confidence, which is the key to the state's economy.

Chairman O'Reilly agreed that we can and need to be the health safety destination of America.

Chief Steinbeck agreed with the statements of Chief White and Chairman Murren. He added that we have the best safety codes requirements in the world. He noted the importance of the vaccination efforts and said we should focus now on public messaging, the importance of getting vaccinated and improvement in the testing process, as well as public health. Lastly, he said if there are no jobs there is no recovery.

Chairman O'Reilly stated consumer confidence and safety is important. He added that we can change the world of healthcare and fast track construction.

Chief White concluded by thanking the Board for inviting her and by providing the most recent statistics on increases in vaccine acceptance, allocations and community outreach. Nevada has the 9^{th} highest vaccination utilization rate and we will continue to work together to make sure that we are reaching every community.

Chairman Murren stated that we can't eliminate COVID, but we can take steps to mitigate the spread. He added that competence is critical. We need to implement comprehensive strategies. The solutions will need to be multi-layered. He noted the importance of following the CDC guidelines and best practices. He concluded that if we work toward these goals, we can become the destination for the world.

Chief Steinbeck stated it is an honor to be here and we want to be first in getting the vaccine out and we have to make it easy and accessible and people need to be involved in the plans for recovery moving forward.

Chair O'Reilly thanked the panel for attending and for their commitment to the state.

<u>FINAL ACTION</u>: None

At this time, we returned to continue Item 6.

ITEM NO. 6 Continued

DISCUSSION:

Member Mackay thanked Ms. Scott, Ms. Cohen and Ms. Fox for their presentations and well as acknowledging Members Franklin, Hobbs and Ellis for the value they bring to the Committee and the Board.

He continued this item by relating comments from a veteran UMC nurse he interviewed regarding her views about the quest for Magnet status. She noted the positive change in attitude among the nursing staff because of the ICARE program, as well as the achievement in Pathways. He concluded stating the nursing staff and the patient experience staff appreciate the continued Governing Board support in their quest for Magnet status.

FINAL ACTION: None

ITEM NO. 7 Receive a report from the Medical Staff's roles and responsibilities at UMC from Chief of Staff Frederick Lippmann, M.D.; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Chief of Staff Report

DISCUSSION:

Dr. Lippmann, UMC Chief of Staff, provided an overview of the Medical Dental Staff activities and explained how the committee affects the operations of the hospital. The medical staff organization chart was reviewed. A breakdown of the Physician and Advanced Practice Professional staff was provided, as well as the responsibilities of the Department Chiefs and Medical Executive Committee members.

Department Chief recommends criteria for the delineation of privileges, reviews applications and recommends credentialing. These are then forwarded to the Medical Executive Committee. There are currently 198 Physician and 35 APP initial applicants at UMC. The average length of time to process files is 49 days.

Medical Staff Professionals gather all required information per the Bylaws for review and approval by the Department Chief, such as license verifications, education and training, competencies and any red flags. There are approximately 200 initial applicants and 600 reappointments processed each year.

Member Hagerty asked how the medical staff organization chart aligns with commercial partnerships. The conversation continued regarding the business relations and obligations. Chairman O'Reilly added that we could review what individuals on the organization chart are doing as relates to the business aspects and what can be done to assist them, such as training and coaching.

FINAL ACTION: None

ITEM NO. 8 Discuss 2021 initiatives of the Governing Board Human Resources and Executive Compensation Committee, to include employee workforce initiatives; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- FY21 HR Goals and Initiatives

DISCUSSION:

Member Ellis opened the conversation by relating how the HR Committee has evolved and the workforce initiatives have broadened over the years. He added this is the place people really want to work.

Kurt Houser, HR Director reviewed the HR initiatives that have been put in place for FY2021 and how these have continued to evolve the workforce. Mr. Houser reviewed the HR goals for 2021 and provided an overview of the benefits that are extended to UMC employees. The conversation continued regarding the staffing model.

Chair O'Reilly suggested each committee Chair should focus on priorities for 2021 that could make the most difference in the success of UMC.

FINAL ACTION: None

SECTION 3: CLOSED SESSION

ITEM NO. 10 Go into closed session, pursuant to NRS 241.015(3)(b), to receive training regarding the legal obligations of the public body and to receive information from UMC's Office of General Counsel regarding potential or existing litigation involving matters over which the Board has supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matters; and direct staff accordingly. ***(For possible action)***

FINAL ACTION: None

COMMENTS BY THE GENERAL PUBLIC:

Comments from the general public were called for before going into closed session. No such comments were heard.

There being no further business to come before the Board at this time, at the hour of 12:28 PM. Chair O'Reilly adjourned the meeting, and the Board recessed to go into closed session.

APPROVED: March 31, 2021

Minutes Prepared by Stephanie Ceccarelli, Governing Board Secretary