University Medical Center of Southern Nevada
Governing Board Meeting
April 27, 2022

UMC Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, April 27, 2022
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 2:04 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
Donald Mackay, M.D., Vice-Chair
Robyn Caspersen
Harry Hagerty (via WebEx)
Laura Lopez-Hobbs
Christian Haase (via WebEx)
Renee Franklin (via WebEx)
Jeff Ellis (via WebEx)
Mary Lynn Palenik (via WebEx)

Ex-Officio Members:

Present:
Barbara Fraser, Ex-Officio
Dr. Meena Vohra, Chief of Staff

Absent:
Dr. Marc Kahn Dean UNLV

Others Present:
Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Patricia Scott, Quality, Patient Safety, & Regulatory Officer
Shana Tello, Academic and External Affairs Administrator
Danita Cohen, Chief Experience Officer
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 Minutes of the special meeting and the regular meeting of the UMC Governing Board held on March 30, 2022. *(Available at University Medical Center, Administrative Office) (For possible action)*

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the April 2022 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on April 26, 2022; 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 February 2 and March 2, 2022; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- February and March Policies and Procedures List

ITEM NO. 6 **Approve and authorize the Chief Executive Officer to sign Amendment Number Eight with Silversummit Healthplan, Inc. for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED**:**
- Amendment 8 to Participating Provider Agreement
- Disclosure of Ownership

ITEM NO. 7 **Approve and authorize the Chief Executive Officer to sign the Professional Services Agreement, and exercise any extension options with Pokroy Medical Group of Nevada, Ltd. d/b/a Pediatrix Medical Group of Nevada for Pediatric Neurology On-Call Coverage; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Professional Services Agreement
- Disclosure of Ownership

ITEM NO. 8 **Approve and authorize the Chief Executive Officer to sign the Amendment Two to Agreement for Locum Tenens Coverage with Staff Care, Inc.; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Amendment 2 to Agreement for Locum Tenens Coverage

ITEM NO. 9 **Approve and authorize the Chief Executive Officer to sign the Pharmaceutical Supply Agreement with SCA Pharmaceuticals, LLC; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED**:**
- Pharmaceutical Supply Agreement
- Sourcing Letter
- Disclosure of Ownership

ITEM NO. 10 **Approve and authorize the Chief Executive Officer to sign the Amendment Four to Agreement for Consulting Services with United Audit Systems, Inc. d/b/a UASI for coding and auditing services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED**:**
- Amendment 4 and Disclosure of Ownership

ITEM NO. 11 **Approve and authorize the Chief Executive Officer to sign the Amendment 14 with 3M Health Information Systems, Inc. for the MModal voice recognition system; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED**:**
- Amendment 14 to Software License and Services Agreement

ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the First Amendment to RFP No. 2017-09 Service Agreement for Linen Management and Distribution Services with Emerald Textile Services, Utah, LLC; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED**:**
- First Amendment to RFP
- Disclosure of Ownership

ITEM NO. 13 Approve and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Second Amendment to Agreement for Food Services and Clinical Nutrition Management Services (Lot 2) with Compass Group USA, Inc.; or take action as deemed appropriate. *(For possible action)*

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

ITEM NO. 14 Approve and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Second Amendment to the Lease Agreement with Schnitzer Valley View, LLC for rentable warehouse space; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Second Amendment to Lease
- Disclosure of Ownership

ITEM NO. 15 Recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the settlement in the matter of District Court Case No. A-20-814660-C, entitled *Wiley Hayes v. University Medical Center of Southern Nevada, et al*; and authorize the Chief Executive Officer to execute any necessary settlement documents. (For possible action)

DOCUMENT(S) SUBMITTED**:**
- None

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

At this time, Chair O'Reilly asked that the Board hear Items 20, 21 and 22 due to scheduling constraints.

ITEM NO. 20 Receive 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 held on Wednesday, April 20, 2022 at 2:00pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

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.

The March FY22 month end and year to date financial results were reviewed and discussed. Key financial indicators, payor mix, trends and capital spending were reviewed. March results were positive as compared to budget.

There was a lengthy review and discussion regarding the proposed budget for fiscal year 2023. The Committee reviewed the revised proposed FY2023 Budget presented by management. After considerable discussion and no changes made to what was presented, the Committee made a recommendation that the proposed budget be submitted to the Governing Board for approval at today's meeting.

There were no emerging issues, no public comment and the meeting adjourned at 3:10 PM.

FINAL ACTION:
None

ITEM NO. 21 Receive the monthly financial report for March FY22; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
March FY 2022 Financial Report

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial report for March FY22.

March was a strong month. Key indicators for March were reviewed. Admissions were on budget. The AADC showed an average of 667 for the month. Length of stay continues to be high, at 7.33 days. This has gone down since February. Initiatives regarding decreasing length of stay are in place.

Acuity was high and hospital CMI was 1.97. Inpatient surgeries were 913 and outpatient surgery volumes were at 621. There were 15 transplants and ER volumes were strong at 9,764. Quick cares were 3% above budget and primary cares were 13% above budget.

The income statement for March showed total net revenue was above budget \$8.4 million and operating expenses were over budget \$6.3 million. Income from ops before depreciation and amortization showed positive earnings of \$1.6 million on a budgeted loss of \$1 million.

Salaries, wages and benefits showed significant improvement for the month. Nursing incentive payments stopped in February. Overtime was right on budget. Contract labor continues higher than budget. Several initiatives, including nurse recruiting events and a nurse resource pool has been established.

All other expenses show a major increase in supplies, above prior year approximately \$2.6 million, due to increased surgical volumes. Purchased services was up \$1.3 million due to advertising expenses.

<u>FINAL ACTION:</u>
None

ITEM NO. 22 Receive FY 2023 Proposed Final Operating Budget to be submitted to Clark County and discuss any changes; and take any action deemed appropriate. *(For possible action)*

<u>DOCUMENT(S) SUBMITTED</u>**:**
- FY23 Proposed Final Budget

Ms. Wakem shared the Proposed Final FY23 Budget.

She explained how the budget was created, starting with run rate of payor mix and volumes.

Key assumptions for the FY23 budget included:
- Leveraging volumes back to 2019 levels in surgeries and ER visits.
- Admissions up 8.6% from FY 2022 projection.
- Length of stay reduction of 20% from FY2022 projection
- Federal supplemental payments have been built in separately.
- There was some normalization for COVID-19, based on the impact it had in FY22.
- Expenses showed a reduction in overtime and contract labor
- Supplies: HPG inflationary factors were built into budget offset by volume adjustments
- Built in CPI from existing contracts

A summary of FY23 key statistics showed an increase in admissions by 8.6%; hospital CMI remained consistent with current projections and AADC was 586. Average length of stay at 5.77 days. Surgical volumes and ER visits are consistent to FY19 stats. Ambulatory is a key initiative, therefore quick cares and primary cares were normalized for COVID activity and strategic service line initiatives were built in.

The budgeted income statement summary for FY23 showed a decrease in revenue by $11.3 million and other revenue down $3 million. Overall revenue is down $14.3 million. Operating expenses are budgeted lower than FY22 by $14.2 million. Income from ops is $5 million.

The Board asked if staff is comfortable with allowances made for inflationary and supply chain issues that may be experienced in the future. Ms. Wakem responded that it is very conservative with supply inflationary factors. Inflation with salary expenses was built in.

Member Hagerty stated that we need to re-engineer the waywe consume supplies and labor or they will consume us. Ms. Wakem explained the difference in the operating revenue of FY19 as compared to the proposed budget for FY23.

Chair O'Reilly thanked the team and the Audit and Finance Committee for the hard work involved in building the budget.

At this time, Chairman O'Reilly acknowledged Dr. Fildes and thanked him for his dedication and commitment to the hospital and the community and wished him a happy retirement.

Dr. Fildes thanked everyone and expressed his gratitude for his contribution in service to the hospital and the community.

FINAL ACTION:

A motion was made by Member Mackay to approve and recommend the Final Operating Budget for FY23 be submitted to Clark County as presented. Motion carried by unanimous vote.

At this time, the Board returned to discuss Item 16 on the agenda.

ITEM NO. 16 **Receive an informational presentation from Patricia Scott, UMC Quality Patient Safety & Regulatory Officer, regarding workplace violence; and take any action deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED**:**
Workplace Violence Powerpoint

DISCUSSION:

Patty Scott provided a high level overview of workplace violence and what UMC has done to raise awareness on this issue.

Violence across the country and globally has increased significantly. This is an opportunity to raise awareness in the healthcare sector. The majority of violence occurs in the clinical areas.

Ms. Scott stated that although there are 3 definitions of workplace violence, The Joint Commission definition of workplace violence incorporates a more definitive standard definition.

A list of the Workplace Violence Program Components of what is required from a Joint Commission and regulatory perspective was shared. A definitive taskforce has been established to implement the program. UMC has a zero tolerance policy on workplace violence.

Next, Ms. Scott showed slides that provided a month by month breakdown of workplace violence at UMC by total incidents, by type, by individual, and by injury. Verbal violence is escalating. Tools and education resources have been provided to staff to assist them in reporting incidents, recognizing triggers by providing trauma informed care, as well as de-escalating situations that may arise.

There were a total of 132 incidents in 2021 and year to date, there have been 31 incidents reported.

A brief discussion ensued regarding a "lack of respect" culture that has developed in society in general.

FINAL ACTION:
None

ITEM NO. 17 Review and discuss the Governing Board 2022 Action Plan, to include a presentation on progress in the Medical District; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
None

DISCUSSION:

Shana Tello, Academic and External Affairs Administrator, provided a brief history and update on the Las Vegas Medical District Masterplan.

Vision and Guiding Principles that were developed included:
- Attract new outpatient facilities
- Expand and develop existing facilities
- Branding and reputation
- Economic impact, and
- Operations and policy

Infrastructure upgrades, plans and other development activities were highlighted. Meetings are held regularly with the Medical District to keep up to date with information that is occurring, as well as to provide recommendations. The City has issued an RFP to engage with a consultant on implementation strategies specifically involving the healthcare services within the district.

Slides were shown of plans, renderings and developments along Shadow Lane and Wellness Way.

Items of consideration that we would want to have in an evolving Medical District and hospital of the future include: Biotechnology, Nanomedicine, Biomedical Engineering, Smart City Innovations, new methods of drug development, etc. UMC is also looking to expand specialty services.

Next steps of the City Plan in the Medical District include the following:

- City of Las Vegas: Engaging professional consulting firm for advisory services / LVMD prepare Implementation Strategy.
    - City Council approval – May /June 2022
- Consulting scope of work the consultant is involved in is:
    - Review of expansion of healthcare existing / new / areas of service
    - Stakeholder interviews to include UMC and others in the Medical District/Medical gaps assessment

The discussion continued regarding the decision making process for the Medical District plans and UMC's involvement in the planning process.

FINAL ACTION:
None

ITEM NO. 18 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:

Dr. Mackay provided a summary of the April 4, 2022 meeting.

The meeting was called to order at 3:02 pm. There was a quorum of members in attendance. There was no public comment. The minutes of the February 7, 2022 meeting were approved and the agenda was approved.

An update was received from Jovi Remitio, Director of Medical Staff and Patient Experience on HCAHPS scores and ICARE4U programs and initiatives.

Patty Scott provided the Quality, Safety and Regulatory update. Discussions included quality, safety and infection prevention program measures. An update was provided on CEO performance goals.

The Committee was introduced to a new accreditation company, which is being considered by Administration, along with the advantages and disadvantages that it offers.

Ms. Scott gave a presentation on Workplace Violence, which was also heard at today's Governing Board meeting.

The Committee unanimously approved the activities of the UMC Policy and Procedures Committee meeting from the February 2 and March 2, 2022 meetings.

Lastly, there was no public commentary and the meeting adjourned at 4:27 pm.

FINAL ACTION:
None

ITEM NO. 19 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 summary from the April 7, 2022 meeting.

The meeting was called to order at 9:00 am. There was a quorum of members in attendance. There was no public comment. The minutes and the agenda were both approved.

A service line update was provided. The Committee received a statistical comparison of the 2nd half of CY 2021 vs. CY 2020 when COVID made a significant impact on operations and services. Individual service lines were reviewed. There was a significant increase in Children's Services.

Telehealth initiatives were discussed and early results have been positive. There have been more than 160 telehealth visits, with an average visit time of 10 minutes.

Maria Sexton provided a presentation of the technology roadmap at UMC from Q1 2022 to Q4 of 2023, with initiatives ranging from infrastructure and work station upgrades to additional Epic modules. Commitments have been made to increase Microsoft technology and improve the remote conferencing technology.

Lastly, there was a brief presentation on the Medical District and the façade ReVITALize renovation project.

There were no emerging issues, no public comment. The meeting went into closed session and the meeting adjourned at 11:05 am.

FINAL ACTION:
None

ITEM NO. 23 Receive an update from the Dean of the Kirk Kerkorian, School of Medicine at UNLV, Las Vegas School of Medicine; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
None

DISCUSSION:

Dean Kahn was not present. This item was tabled for discussion.

Chairman O'Reilly asked that Mr. Van Howeling inquire about the status of the Academic Health and Science Center study and follow-up on the GME residency program.

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:

Mr. Van Houweling began his report by recognizing Board Secretary, Stephanie Ceccarelli and all of the Administrative Professionals for Administrative Professionals Day. Thank you to all 54 Administrative Professionals for your hard work and support!

This is Lab Week. Thank you to the Lab for all you do in taking our lab to the next level. He shared a list of some of the advancements in the department.

Next, he provided the following updates:

- The façade process is going smoothly. The May Board meeting will be a Joint meeting with the BCC.
- AIDOC – Radiology Artificial Intelligence System – this technology will improve quality of care and give faster results.
- Ortho Traumatology Fellowship – UMC is the only hospital in the state.
- TCU and 1 South Nurse call system are completed
- Aliante PC and QC Tenant Improvements underway. These will be complete by the end of the year. Pediatric care will be available in this location.
- Enterprise location is going through a full remodel

- Senate Bill 248 Update – UMC is fully compliant with this bill. As a reminder this bill requires that patients receive a certified letter prior to sending them to collections.
- SEIU and Local 501 negotiations – The COLA reopener is being negotiated for FY23 and FY24. The second meeting is scheduled for April 28th. The Local 501 contract is in the process of being renegotiated.
- The Car Show was very successful. Thank you for your support. Images of the event were shown.
- Mr. Van Howeling thanked Dr. Fildes for his leadership and pioneer spirit. Happy Retirement!

Lastly, Danita Cohen, Chief Experience Officer guided the Board through the newly launched, updated UMC Website. Updates to the UMC Intranet and a new site dedicated to the Children's Hospital are coming soon.

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:

None

COMMENTS BY THE GENERAL PUBLIC:

Comments from the general public were called.

Elizabeth Bolhouse – Las Vegas, NV Resident and current UMC employee for 22 years and Elected SEIU Chief Stewart of Nursing.

- At the last Board of Governors meeting, it was mentioned that as far as mandatory overtime, only about 10% of units were involved, and actually it was 40%. There are 25 nursing divisions, and 10 of those were put on mandatory, so that is 40%. As of 4/18, that was discontinued, but many nurses are still fulfilling that commitment. So I just wanted the nurses' contribution to be on the record. Thank you.

Chairman O'Reilly asked if there were any other public comments to come before the Board.

Hearing none, the public comments section was closed.

FINAL ACTION:

A motion was made by Member Mackay to go into closed session pursuant to NRS 450.14(3). Motion carried by unanimous vote.

There being no further business to come before the Board at this time, at the hour of 3:37 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 450.140(3) to discuss new or material expansion of UMC's health care services and hospital facilities; and direct staff accordingly. *(For possible action*)

The meeting was reconvened in closed session at 3:41PM.

At the hour of 4:05 PM, the closed session on the above topic ended.

FINAL ACTION:
None

There being no further business to come before the Board at this time, at the hour of 4:05 PM., Chair O'Reilly adjourned the meeting.

APPROVED: May 25, 2022

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary