University Medical Center of Southern Nevada
Governing Board Meeting
March 29, 2023

Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, March 29, 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 2:15 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
Harry Hagerty
Robyn Caspersen
Chris Haase (via WebEx)
Renee Franklin
Mary Lynn Palenik

Ex-Officio Members:

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

Absent:
Jeff Ellis (Excused)
Laura Lopez-Hobbs (Excused)

Others Present:
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Dr. Kate Martin, Associate Dean for Graduate Medical Education
Danita Cohen, Chief Experience Officer
Deb Fox, Chief Nursing Officer
Susan Pitz, General Counsel
Stephanie Ceccarelli, Governing Board Secretary
UMC Experience Team Members

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 February 22, 2023 *(Available at University Medical Center, Administrative Office) (For possible action)*

The minutes were amended to reflect that Member Hagerty was present and in attendance at the meeting.

FINAL ACTION:

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

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

Item 5 will be pulled from the consent agenda to be discussed separately.
Item 22 was removed from the agenda.
Items 27 and 28 were tabled and will be reported at the next meeting.

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

ITEM NO. 4 Approve the February and March 2023 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on February 28, 2023 and March 28, 2023; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Credentialing Activities

ITEM NO. 6 **Approve the changes to the Family and Medical Leave policy as approved by the Human Resources and Executive Compensation Committee; and take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- FMLA Policy

ITEM NO. 7 **Approve and authorize the Chief Executive Officer to sign the Provider Agreement with Alignment Healthcare Nevada, LLC for managed care services; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- Disclosure of Ownership

ITEM NO. 8 **Approve the Marketplace Product Amendment to Hospital Services Agreement with Molina Healthcare of Nevada, Inc. for managed care services; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- Market Product Amendment
- Disclosure of Ownership

ITEM NO. 9 **Approve the Marketplace Product Amendment to Provider Services Agreement with Molina Healthcare of Nevada, Inc. for managed care services; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- Market Place Product Amendment
- Disclosure of Ownership

ITEM NO. 10 **Approve the Individual / Group Provider Service Agreement with Sierra Health and Life Insurance Company, Inc. and Sierra Healthcare Options, Inc. for managed care services; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- Consulting Provider Agreement
- Disclosure of Ownership

ITEM NO. 11 **Approve and recommend for approval by the Governing Board the Medicaid/Nevada Check-up Consulting Provider Agreement with Health Plan of Nevada, Inc. for managed care services; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:
- Consulting Agreement
- Disclosure of Ownership

ITEM NO. 12 **Approve and recommend for approval by the Governing Board the Amendment to the Client Service Agreement with DASpecialists, LLC for registry abstraction services; authorize the Chief Executive Officer to**

execute amendments or renewal options within his delegation of authority; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Amendment to Client Service Agreement
- Disclosure of Ownership

ITEM NO. 13 Review and recommend for ratification by the Governing Board the Amendment One to Amended and Restated Professional Services Agreement with Duke Forage Anson Neurosurgical, LLP for Neurological Surgery and Neurological Spine Surgery On-Call Coverage; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Amendment 1 to Amendment and Restated PSA

ITEM NO. 14 Approve the Amendment Two to Agreement for Exterior Signage Products with INNERFACE Architectural Signage, Inc. for UMC Main Campus exterior signage services; authorize the Chief Executive Officer to exercise any extension options and execute future amendments within the not-to-exceed amount of this Project; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Amendment 2 to Agreement for Exterior Signage Products

ITEM NO. 15 Ratify the Amendment Number Three to Provider Services Agreement with Intermountain IPA NV, LLC f/k/a HCP IPA Nevada, LLC for managed care services; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- PSA Amendment 3_Redacted
- Disclosure of Ownership

ITEM NO. 16 Approve the Project Statement of Work with Iron Mountain Information Management, LLC for the filing sorting and destruction project; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Statement of Work_Redacted
- Sourcing Letter
- Disclosure of Ownership

ITEM NO. 17 Approve the Second Amendment to Equipment Placement Services Agreement with SmallGuy, LLC dba Integrated Telehealth Solutions for TeleVisitor™ hardware and TeleTether™ software solutions; or take action as deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED:
- Equipment Placement – 2nd Amendment
- Disclosure of Ownership

ITEM NO. 18 Approve Board the Third Amendment to Provider Agreement with Specialized Delivery Services, Inc. for Courier Services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Provider Agreement – Amendment 3

ITEM NO. 19 Approve the Amendment Three to Agreement for Locum Tenens Coverage with Staff Care, Inc.; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Agreement for LcoumTenens Coverage

ITEM NO. 20 Approve the Professional Service Agreement with Steris Corporation for architectural design services; 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:
- Design Agreement
- Disclosure of Ownership

ITEM NO. 21 Approve and authorize the Chief Executive Officer to sign the Agreement with Transplant Coordinators of America, Inc. for Transplant Services; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:
- Agreement for Transplant Services

ITEM NO. 22 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)*

- *This item was removed from the agenda*

ITEM NO. 23 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Bid No. 2022-15, Central Plant Infrastructure, to Monument Construction, the lowest responsive and responsible bidder; authorize the Chief Executive Officer to 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 Form
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4, 6-21 and 23 be approved as presented. Motion carried by unanimous vote.

Item 5 was held for separate discussion. Item 22 was removed from the agenda.

SECTION 3: BUSINESS ITEMS

ITEM NO. 24 Receive an update regarding the Graduate Medical Education Program at the Kirk Kerkorian School of Medicine at UNLV; and take any action deemed appropriate. ***(For possible action)***

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

DISCUSSION:

Dr. Kate Martin, Associate Dean for GME, provided an overview of the Graduate Medical Education ("GME") program and year to date highlights from the Kirk Kerkorian School of Medicine.

Match Day 2023, which took place on March 17th, is a National Resident Match Program whereby 4th year medical students find out where they will do their residency training. Dr. Martin provided a summary of the Matching process and the statistics for the Match results for 2023. There was a total of approximately 71 students matched; 37% matched in Nevada. Nine medical students from other countries matched with our residency programs. Dr. Martin noted that the statistics are consistent with last year. The goal is to retain more Fellowships.

Statistics were provided of the students that matched with UNLV and the residency and fellowship programs that are offered.

The school is working with UMC to receive new GME funding from CMS. Last year, UNLV and UMC jointly applied for 2.5 FTEs, which were awarded, and applications were submitted for another 2.5 FTEs this year. Hospitals can apply for up to 5FTEs per year.

Dr. Martin continued by stating that creating a fellowship program will help increase retention, which is a multi-year process. There is more work to do, including social engagement and recruitment strategies to create more Nevada ties. The discussion continued regarding how the GME positions are allocated and if the state representatives are engaged.

A lengthy discussion ensued regarding the number graduates that have state affiliations, which would increase the likelihood that they would remain in the state. Dr. Martin responded that we do not have those statistics at this time.

FINAL ACTION:
None

At this time, the Board heard Item 5.

ITEM NO. 5 Approve the Basic Financial Statements and Single Audit Information from BDO USA, LLP, Certified Public Accountants for University Medical Center of Southern Nevada; and take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
- Audit Wrap-Up
- Basic Financial Statement and Single Audit Information

DISCUSSION:

Chairman O'Reilly wanted this item held to clarify the current status of the Audit.

Ms. Wakem stated that the audit consists of 2 parts: the Financial Statements and the Federal Grants. The grants are audited separately. She confirmed that the Single Audit of the federal awards is complete and there were no findings. The unmodified opinion is on hand.

FINAL ACTION:

A motion was made by Member Mackay that the Basic Financial Statements and Single Audit Information be approved as presented. Motion carried by unanimous vote.

Chairman O'Reilly briefly commented on Item 14 on the consent agenda to confirm that the signage design, location and effectiveness would be fully coordinated along with the refresh project. Mr. Marinello confirmed that for the interface, design and fabrication, Martin Harris will be installing them. The final design product will be brought to the Board for an update.

At this time, the Board returned to Item 25

ITEM NO. 25 Receive a report on UMC's Experience Team's initiatives to support improvement in HCAHPS scores; and direct staff accordingly. *(For possible action)*

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

DISCUSSION:

Danita Cohen, Chief Experience Officer, presented the Patient Experience initiatives. She reviewed the current HCAHPS scores for Q1 – Q3 of 2022. Response rates for the patient survey is at approximately 12%. A campaign has been started to raise survey awareness. The initiatives that have been put in place include 24-hour visitations, concierge services, meal service enhancements, and The Middle at UMC, which serves as an information area in the hospital, as well as an area for employee activities and celebrations.

The Experience team initiatives discussed were in meal service enhancements, physician task force, expanded patient experience and enhanced training and responsiveness. The team will also celebrate team members with personally signed Thank You cards and Unit of the Week celebrations and recognizing the ambulatory units.

Lastly, the team presented the ICARE Comfort Cart and also shared experiences that were received while rounding and visiting patient areas.

Member Hagerty asked if sleeper chairs are available in rooms for patient's visitors. Ms. Cohen responded that sleeper chairs are available in patient rooms. A discussion ensued regarding HCAHPS scores and other opportunities for improvement. It was noted that patient experience includes all hospital staff, not just the clinical staff.

Chair O'Reilly stated that the Board would like to receive regular updates on the patient experience initiatives occurring at the hospital.

FINAL ACTION:
None

ITEM NO. 26 Review and discuss the Governing Board 2023 Action Plan, to include an informational update from Deb Fox, Chief Nursing Officer, regarding the journey to Magnet Status; and take any action deemed appropriate. *(For possible action)*

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

DISCUSSION:

Deb Fox, CNO provided an update on the progess of the Magnet Journey and Pathways to Excellence journeys. UMC is one of 4 hospitals that on a dual track for achievement in both designations. A handout was provided to the Board members, which includes the foundational documents, which is used continually in order to keep up to date and on target for accreditation.

Next, Ms. Fox provided a timeline for designation and progress to date for both Pathways to Excellence and Magnet. Pathway redesignation is anticipated during the 4th Quarter of 2024 and designation for Magnet is expected during 2nd or 3rd Quarter of 2025. Vulnerabilities and challenges, which include the parallel application processes, workforce engagement and Quality and Patient Experience outcomes were also discussed.

Ms. Fox concluded the discussion by sharing the road to success for these programs.

FINAL ACTION:
None

ITEM NO. 27 Receive an update 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

DISCUSSION:

This item was tabled for the next meeting.

FINAL ACTION:
None

ITEM NO. 28 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:

This item was tabled for the next meeting.

FINAL ACTION:
None

ITEM NO. 29 Receive an update 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 held on Monday, February 6, 2023 at 3:00 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

An overview of CY2022 Medication Management was received from Jamie King, Director of Pharmacy. Deb Fox, CNO, provided an update regarding Magnet and Pathways to Excellence status and Jeff Castillo provided an update on HCAHPS and CCAHPS ratings at UMC.

An update was provided by Patty Scott on Quality, Safety, Infection and Regulatory issues. Quality measures from the first 3 quarters of 2021 were compared to the first 3 quarters of 2022. The Committee next reviewed all FY23 quality performance objectives. A visit from the Joint Commission is anticipated in late spring of 2023.

UMC Policies and Procedures Committee activities were reviewed and approved, as well as the Medical Staff Bylaws.

There were no emerging issues identified and no public comments. The Committee recessed into closed session and the meeting adjourned at 4:06 p.m.

FINAL ACTION:
None

ITEM NO. 30 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, March 22, 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.

Financial results from February FY23 and year to date financials, which included trended stats and data were reviewed. The BDO audit was reviewed with no findings and no questioned costs and was recommended for approval.

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

Lastly, the tentative operating budget for 2024 was reviewed and discussed by the Committee. There was a discussion on the assumptions and forecasts used in creating the budget, as well as the primary operating and strategic initiatives. Feedback was provided by the committee.

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

FINAL ACTION:
None

ITEM NO. 31 Receive the monthly financial report for February FY23; and take any action deemed appropriate. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
August FY22 Financials

DISCUSSION:

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

The key indicators for February were reviewed. Admissions were on budget. The AADC remains high, 12% above budget. Length of stay fell slightly to 6.97, 14% below prior year. Overall acuity was 6.4% below budget and Medicare was 1.8% below budget. Inpatient surgeries were 3% below budget and outpatient surgeries were 5% below budget. There were 11 transplant cases.
ER visits were on budget. Quick cares were below budget 12.8%. There were 474 telehealth visits and volumes at the Ortho Clinic landed at 1,234 visits. There were 116 deliveries.

The income statement for the month showed net revenue $7.9 million above budget and operating expenses were $6.5 million above budget. Total income from ops was almost $5.6, on a budget of $4.3 million; $1.3 million above budget. The income statement year to date was next reviewed. Year to date we are $5.7 below budget.

Salaries, wages and benefits were next reviewed; currently above budget $7.5 million. Contract labor is significantly over budget, primarily due to anesthesia and ortho, which was not budgeted. Overtime is coming down. All other expenses were favorable to budget $930K. Purchased services are over budget due to IT and utilities.

Lastly, Ms. Wakem summarized the timeline for submission of the budget to the County. The budget will return to the Board on April 26th.

Chairman O'Reilly suggested sending the budget to the Board after the committee meeting so the Board will have an opportunity to review it.

FINAL ACTION:

None

ITEM NO. 32 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 Match recently occurred and the school is happy with the outcomes for the students. The class size is currently capped at 60, and they are hoping to increase the size to 66 this year. Accreditation approval is necessary to go higher than 10%, as well as increased faculty. They are working to increase class sizes to 90 students.

Active recruitments are taking place for a Chair of OBGYN. The Dean listed several items they are working on during the legislative session, including streamlining licensure process for physicians, state funded GME and other items. State money has been received to expand into a Hematology and Rheumatology Fellowship programs.

There was continued discussion regarding the Residencies at UMC.

FINAL ACTION:
None

ITEM NO. 33 Receive an update from the Hospital CEO; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:**
CEO Update

DISCUSSION:

Tony Marinello, COO provided the following CEO updates. An image of the OR refresh was shown. The first 2 rooms should be complete in June.

- Re*VITAL*ize Groundbreaking – April 3rd at 10:00 am – Hope Place. All are welcome to attend.
- Aliante Quick and Primary Care now open, as of February 28th.
- Peccole refresh is in progress
- The Future of Orthopedic Spine Care – Healthcare Quarterly
  - Article in Board Member Packets
- Doctors Day Celebrations
  - Ambulatory Breakfast and Awards held early this morning
  - Celebratory Lunch and Awards – March 30th @ 12:30
- Cardiovascular Symposium will be June 3rd at Red Rock Hotel
- Spirit of Halloween $200,000 Donation to Children's Hospital. Year to date there has been $1 million in donations.

FINAL ACTION:
None

SECTION 4: EMERGING ISSUES

ITEM NO. 34 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

DISCUSSION:

1. Update regarding Candida Auris

2. Lessons learned from COVID and future issues.

FINAL ACTION:
None

COMMENTS BY THE GENERAL PUBLIC:

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

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

There being no further business to come before the Board at this time, at the hour of 3:44 PM, Chair O'Reilly adjourned the meeting, and the Board recessed to go into closed session.

SECTION 5: CLOSED SESSION

ITEM NO. 35 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 3:52PM.

At the hour of 4:55 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 4:55 PM. Chair O'Reilly adjourned the meeting.

APPROVED: April 26, 2023

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary