

**University Medical Center of Southern Nevada
Governing Board Meeting
December 13, 2023**

Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, December 13, 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 2:08 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
Laura Lopez-Hobbs
Renee Franklin
Robyn Caspersen
Mary Lynn Palenik
Harry Hagerty (via WebEx)
Chris Haase (via WebEx)

Ex-Officio Members:

Present:

Dr. Meena Vohra, Chief of Staff

Absent:

Jeff Ellis (Excused)
Steven Weitman, Ex-Officio (Excused)
Dr. Marc Kahn, Dean of Kirk Kerkorian SOM at UNLV

Others Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Danita Cohen, Chief Experience Officer
Patty Scott, Quality Patient Safety Regulatory Officer
Maria Sexton, Chief Information Officer
Kim Owen-Parker, Director of EHR Services
Susan Pitz, General Counsel
Stephanie Ceccarelli, Governing Board Secretary
Stowe Shoemaker, PhD – UNLV Foundation

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

PLEDGE OF ALLEGIANCE

INVOCATION

Chairman O'Reilly shared a positive experience of how music influence behaviors. At this time, Shana Tello led the group in singing Jingle Bells for the holiday season.

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 November 15, 2023. (Available at University Medical Center, Administrative Office) (For possible action)

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

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

DOCUMENT(S) SUBMITTED:

- Credentialing Activities

ITEM NO. 5 Approve the UMC Policies and Procedures Committee's activities of October 4, 2023 & November 1, 2023 including the recommended creation, revision, and/or retirement of UMC policies and procedures; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- October 2023 Policies and Procedures
- November 2023 Policies and Procedures

ITEM NO. 6 Accept the Fiscal Year 2023 Basic Financial Statements and Single Audit Information from BDO USA, LLP, Certified Public Accountants for University Medical Center of Southern Nevada; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

- Annual Financial Statement
- UMC Audit Planning
- UMC Audit Wrap-Up

ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Amendment 007 to the Hospital Services Agreement with Aetna Health, Inc. for Managed Care Services; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Hospital Services Agreement – Amendment 007
- Disclosure of Ownership

ITEM NO. 8 Ratify the Amendment Number Five 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:

- Amendment 5 - Redacted
- Disclosure of Ownership

ITEM NO. 9 Ratify the First Amendment to 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:

- HPN Medicaid Amendment 1

ITEM NO. 10 Ratify the First Amendment to 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:

- Individual Group Provider Agreement – Amendment 1

ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Services Order to Agreement for InterQual training services with Change Healthcare Technologies, LLC; authorize the Chief Executive Officer to execute future amendments and service orders within his yearly delegation of authority; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Service Order

ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the First Amendment to Agreement with Fort Topco, Inc. d/b/a AGS Health LLC for Medical Coding Support; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Medical Coding Agreement – Amendment 2
- Disclosure of Ownership

ITEM NO. 13 Approve and authorize the Chief Executive Officer to sign the Professional Services Agreement with Dr. Robert J. Futoran, P.C.; authorize the Chief Executive Officer to exercise any extension options; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Professional Services Agreement

ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the Purchase Agreements with CDW Government, LLC for Hospital’s Workstation on Wheels Refresh Phase 3 project; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Quote NQHK387 – Redacted
- Quote NQHL006 – Redacted
- Services Sourcing Letter
- Disclosure of Ownership

ITEM NO. 15 Approve and authorize the Chief Executive Officer to sign the Microsoft Enterprise Agreement, Enterprise Enrollment, Program Signature Form, and Pricing Quote with CDW Government, LLC; authorize the Chief Executive Officer to process any additional fund requests for the annual true-ups that are within his delegation; and take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Program Signature Form – Redacted
- Enterprise Renewal Quote – Redacted
- Services Sourcing Letter
- Disclosure of Ownership

ITEM NO. 16 Approve and authorize the Chief Executive Officer to sign the Addendum Four to Service Order Number 1 with Ricoh USA, Inc.; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Addendum 4 to Service Order
- Sourcing Letter

- Disclosure of Ownership

ITEM NO. 17 Approve and authorize the Chief Executive Officer to sign the Master Services Agreement with Savista, LLC for Coding and Auditing Services; authorize the Chief Executive Officer to execute future amendments within the not-to-exceed amount of this Agreement; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Master Service Agreement
- Disclosure of Ownership

ITEM NO. 18 Approve and authorize the Chief Executive Officer to sign the Equipment Schedule No. 014 to Master Agreement 21237667 with Flex Financial, a division of Stryker Sales, LLC; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Equipment Schedule No. 014
- Disclosure of Ownership

ITEM NO. 19 Approve and authorize the Chief Executive Officer to sign the Purchasing Agreement with Ulrich Medical USA, Inc. for Spine Implants; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Purchasing Agreement
- Disclosure of Ownership

ITEM NO. 20 Approve and authorize the Chief Executive Officer to sign the Professional Services Agreement with Nevada Heart and Vascular Center (Resh), LLP for Cardiovascular and Cardiothoracic Services; authorize the Chief Executive Officer to exercise any extension options; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Professional Services Agreement
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-20 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 21 Receive an educational overview from Stowe Shoemaker, PhD, with the UNLV Foundation, regarding Hospitable Healthcare and creating an impactful guest experience; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Stowe Shoemaker, PhD, award-winning researcher, author and acknowledged expert in hospitality, provided an educational review of hospitality in healthcare and shared highlights from his book, "Hospitable Healthcare – Just What the Patient Ordered!" and explained how healthcare providers can use the principles of hospitality to improve the patient experience.

The book is based on research from the most admired hospitality and healthcare service providers, as well as interviews with over 1,200 individuals across the United States who visited or patronized hospitals, walk-in clinics, physician offices, hotels/resorts and restaurants prior to COVID-19. Results found 24 common service touchpoints that impact hospitality and healthcare.

Dr. Shoemaker reviewed overall satisfaction data and the differences found between Hospitality vs. Healthcare. The most significant hospitality deficits were highlighted in five areas:

1. Knowing and understanding of costs of services provided
2. Customer appreciation
3. Reception
4. Service logistics
5. Service assessment and recovery

Dr. Shoemaker explained how the hospitality model could help staff to be more strategic with patients, focusing on building emotional bonds with patients, as well as building behavioral bonds. He went on to explain the meaning of the PAEER model (Prepare, Anticipate, Engage, Evaluate and Reward) and how this can be implemented into every interaction with patients to produce improved customer service.

He concluded his presentation by encouraging staff to look for opportunities within the hospital to test and implement the hospitality model.

Mr. Van Houweling invited Dr. Shoemaker to come back and share experiences with the team.

FINAL ACTION:

None

ITEM NO. 22 Receive refresher education from Patty Scott, UMC Quality, Safety and Regulatory Officer, on patient complaints and grievances processes; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Patty Scott, UMC Quality, Safety and Regulatory Officer provided the annual education on UMC's complaints and grievance processes.

The CMS Hospital Conditions of Participation requires that UMC has a process for addressing issues of dissatisfaction reported by patients or their representative, which are identified as complaints and grievances. Billing issues are not considered grievances and are addressed by Patient Accounting. Ms. Scott went on to define and explain the complaints and grievance process and how UMC effectively resolves these issues for patients.

Verbal complaints are addressed at the time of service recovery for those who are hospital admitted inpatient or outpatient or current primary care patients seen within the year. It was noted that complaint items that are received in writing or are emailed are considered as grievances. UMC is required to acknowledge receipt of a grievance within 7-days and maintain a grievance log. A written response is provided at the end of a thorough investigation.

Overall during the first 3 quarters of 2023, UMC received approximately 94 grievances out of a total of over 300K patient encounters. A discussion ensued regarding the complaint/grievance rate compared to other organizations.

FINAL ACTION:

None

ITEM NO. 23 Receive an update from Maria Sexton, UMC Chief Information Officer regarding Epic User Group project updates; and direct staff accordingly. (For possible action)

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

Maria Sexton, Chief Information Officer, introduced Kim Owen-Parker, Director of EHR Services, to provide an update on the status of the Epic project involving the UMC Transfer Center.

The estimated go-live for the Transfer Center will be the end of January 2024. This will enable staff to see the status of patients being transferred to and from the hospital, as well as documentation of patient status, discharge orders etc.; all within the secure Epic system. This process will allow better communication between transfer facilities, as well as with physicians and staff members.

The dashboard within the transfer program will allow staff to be more efficient with patient tracking and length of stay. Customization of the program is being finalized prior to the go-live in January.

There was continued discussion regarding the ability to track movement of patients to and from UMC and patient bed placement throughout the Las Vegas area.

FINAL ACTION:

None

ITEM NO. 24 Receive an update a report from the Governing 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, December 4, 2023 at 3:00 pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee received a report from Patty Scott on the Quality, Safety and Regulatory program. UMC received a Leapfrog Safety Grade of B, which includes 24% of US hospitals and a 2-Star CMS score. The Committee reviewed the 2023 Culture of Safety Survey, which is centered on safety concerns with employees.

Next, the Committee reviewed the status of the FY2024 CEO/Organizational Performance Goals related to the Clinical Quality Committee.

Policies and procedures activities were reviewed and approved by the committee and recommended for approval by the Governing Board.

The Committee approved the change of meeting time from 3:00 pm to 2:00 pm beginning with the February 2024 meeting. Meetings for this committee will continue every other month as scheduled.

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

FINAL ACTION:

None

ITEM NO. 25 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 Thursday, December 7, 2023 at 9:00 a.m. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

Market share update for the 4th quarter of 2023 was received. Overall, UMC is #4 in the market, behind Summerlin and Mountain View and Sunrise. UMC held the highest growth in market share. Images of the newly renovated OR suites were also reviewed. The Committee discussed detailed market share results in all service lines, including Orthopedics, Cardiac services, Women's and Children's services, Ambulatory and Telehealth.

Progress to date was reviewed for the FY2024 CEO/Organizational Performance Goals.

There were no emerging issues. The meeting went into closed session and the meeting adjourned at 11:15 am.

FINAL ACTION:

None

ITEM NO. 26 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 Mackay provided a report on the meeting which was held on Wednesday, December 6, 2023 at 2:05 pm. There was a quorum in attendance. There was no public comment and minutes and the agenda were both approved unanimously.

The Committee received a report from BDO Auditor on the Executive Summary of Basic Financial Statements and Single Audit information from FY2023. No material weaknesses, inconsistencies or misstatements of facts were identified. No matters noted relevant to the audit and no violations were identified.

Financial results from October FY24 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 and agreements 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 2:54 PM.

FINAL ACTION:

None

ITEM NO. 27 Receive the monthly financial report for October FY24; and take any action deemed appropriate. (For possible action)DOCUMENT(S) SUBMITTED:

October FY24 Financials

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for October FY24.

The key indicators for October showed significant volume. Admissions were below budget 11%. The AADC was 538, 16.35% below budget. Average length of stay was 5.83 and overall acuity was 7.5% above budget and Medicare acuity was 2.10. Inpatient surgeries were 12% below budget and outpatient surgeries were 23% above budget. There were 17 transplant cases.

ER visits were 8% below budget. Approximately 21% of patients are being admitted or are in observations. Quick cares were 9% below budget and primary cares were almost 29% below budget. There were 547 telehealth visits, 20.5% above budget. Orthopedic volume was below budget 32%.

The income statement for the month showed net revenue below budget \$1.7 million and operating expenses were \$2.3 million below budget. Earnings before depreciation and amortization \$5.5 million on a budget of \$4.5 million. Total income from ops was almost \$1.1 million above budget. Ms. Wakem next shared the year to date data. Earnings year to date are \$1.9 million above budget.

Salaries, wages and benefits were below budget almost \$1.7 million; staff has been doing well managing overtime, as well as contract labor. All other expenses were below budget.

There was continued discussion clarifying the inpatient, outpatient and observation patient type, which can affect length of stay and insurance status.

FINAL ACTION:

None

ITEM NO. 28 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:

Dean Kahn was not present for this meeting.

FINAL ACTION:

None

ITEM NO. 29 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:

- Radiology update – Dr. Albert Cook is the new Medical Director for Radiology and 2 new interventional radiologists have been employed. Medicus is being used to supply providers to the medical staff. Essential provides evening telerad services.
- ReVITALize update – The project is on track.
- Crisis response – UNLV – Tori Begay, Emergency Preparedness Program Coordinator, was recognized for all of the phenomenal work she has done leading the team during the emergency incident with UNLV and the Incident Command team.
- Move Over Campaign – Public Safety initiatives being implemented
- NYE and Super Bowl preparations
- General Medical Staff Meeting and election results – Dr. Vohra was re-elected as Chief of Staff – unopposed. Congratulations toand all elected!
- Renown leadership visit update
- Health Fair season
 - The HLI and Experience teams have met more than 7,000 community members at 27 fairs from September to November.

UMC achieved Best of Las Vegas in the following categories:

Gold Winner: Best Hospital award, as well as Best Urgent Care/Walk in Clinic, Best Pediatrician and Best Place to Have a Baby.

Silver Winner: Best Medical Practice and Best Orthopedic Surgeon

Bronze Winner: Best Surgery Center

Congratulations to the team and staff for these accomplishments!

FINAL ACTION:

None

ITEM NO. 30 Review and accept the standing committee assignments for the calendar year 2024; and take any action deemed appropriate. (For possible action)

DISCUSSION:

The Board agreed that the assignments will remain as presented for the 2024 calendar year.

FINAL ACTION:

None

SECTION 4: EMERGING ISSUES

ITEM NO. 31 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

DISCUSSION:

All Board members were reminded to complete their board survey.

FINAL ACTION:

None

SECTION 5: CLOSED SESSION

ITEM NO. 32 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 matters over which the Board has supervision, control, jurisdiction or advisory power, and to deliberate toward a decision on the matter; and direct staff accordingly.

No closed session was motioned and no closed session was held by the Board.

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 3:36 PM. Chair O'Reilly adjourned the meeting.

APPROVED: January 1, 2024

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary