

**University Medical Center of Southern Nevada  
Governing Board Meeting  
February 28, 2024**

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Emerald Conference Room  
Delta Point Building (1<sup>st</sup> Floor)  
901 Rancho Lane  
Las Vegas, Clark County, Nevada  
Wednesday, February 28, 2024  
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 2:07 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  
Robyn Caspersen  
Chris Haase  
Mary Lynn Palenik (via WebEx)  
Harry Hagerty  
Renee Franklin (via WebEx)  
Jeff Ellis (via WebEx)

**Ex-Officio Members:**

**Present:**

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

**Absent:**

Bill Noonan, Ex-Officio (Excused)

**Others Present:**

Mason Van Houweling, Chief Executive Officer  
Tony Marinello, Chief Operating Officer  
Jennifer Wakem, Chief Financial Officer  
Susan Pitz, General Counsel  
Stephanie Ceccarelli, Governing Board Secretary  
Liz Bassett, Assistant General - Counsel Nevada Commission on Ethics

**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 January 31, 2024. (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)**

Ms. Pitz noted a change to agenda Item No. 25, stating that Liz Bassett, Associate General Counsel of the Nevada Commission on Ethics, would be presenting the Ethics Training due to a scheduling conflict with Ross Armstrong, which occurred after the agenda was posted.

FINAL ACTION:

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

**SECTION 2: CONSENT ITEMS**

**ITEM NO. 4 Approve the February 2024 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on February 27, 2024; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- February Credentialing Activities

**ITEM NO. 5 Approve the UMC Policy and Procedures Committee's activities of December 6, 2023 and January 3, 2024, including the recommended**

creation, revision, and/or retirement of UMC policies and procedures; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Policies and Procedures

**ITEM NO. 6 Approve the UMC Contract Evaluations as recommended by the UMC Clinical Quality and Professional Affairs Committee; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Contract Evaluations

**ITEM NO. 7 Approve and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada; the proposed amendments to the UMC Medical and Dental Staff Bylaws and Rules & Regulations; as approved and recommended by the Medical Executive Committee on November 28, 2023; or take any action deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Medical Staff Bylaws

**ITEM NO. 8 Approve the Fifth Amendment to the CEO's Employment Agreement as recommended the Human Resources and Executive Compensation Committee; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- CEO Employment Agreement

**ITEM NO. 9 Ratify the new Remote Work Policy; and take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Remote Work Policy

**ITEM NO. 10 Approve the HR Procedure for Disciplinary Hearing Process; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Disciplinary Hearing Process Policy

**ITEM NO. 11 Approve the revisions to various HR Policies and Procedures regarding references to Administrative Leave Days and Compensation Plans; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Various Policies and Procedures

**ITEM NO. 12 Ratify the Amendment No. 1 to Professional Services Agreement with Essential Associates Holdings, LLC for radiology clinical services;**

authorize the Chief Executive Officer to exercise renewal options within his delegation of authority; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Amendment One
- Disclosure of Ownership

**ITEM NO. 13 Award the RFP 2023-03, Comprehensive Background Checks Services to AccuSourceHR, Inc.; authorize the Chief Executive Officer to sign the Agreement for Comprehensive Background Checks; execute extensions and amendments; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Service Agreement
- Disclosure of Ownership

**ITEM NO. 14 Award the RFP 2023-08, FMLA Administrative and Other Related Leave Services to AbsencePlus Administrators; authorize the Chief Executive Officer to sign the RFP No. 2023-08 Service Agreement; execute extensions and amendments; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- 2023-08 FMLA Service Agreement
- Disclosure of Ownership

**ITEM NO. 15 Award Bid No. 2023-15, UMC Southern Highlands PC/QC Expansion, to Monument Construction, the lowest responsive and responsible bidder, contingent upon submission of the required bonds and insurance; authorize the Chief Executive Officer to execute change orders within his delegation of authority; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- ITB 2023-15 Southern Highlands Notification of Intent to Award
- ITB 2023-15 Southern Highlands PC/QC Expansion Agreement
- Disclosure of Ownership

**ITEM NO. 16 Approve and authorize the Chief Executive Officer to sign the Master Services Agreement with EV&A Architects for Architectural Design and Documents Service; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Master Services Agreement
- Disclosure of Ownership

**ITEM NO. 17 Approve and authorize the Chief Executive Officer to sign the Agreement with Getinge USA Sales, LLC; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Quote – Redacted
- Disclosure of Ownership

**ITEM NO. 18 Approve and authorize the Chief Executive Officer to sign the Agreement for Contingent Permanent Placement with Optimum Healthcare Solutions, LLC; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Agreement
- Disclosure of Ownership

**ITEM NO. 19 Approve and authorize the Chief Executive Officer to sign the Professional Services Agreement with Meena P. Vohra, M.D. dba Las Vegas Pediatric Critical Care Associates; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Professional Services Agreement
- Disclosure of Ownership

**ITEM NO. 20 Approve the report on the emergency repairs of a chilled water line repair; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Chilled Waterline Repair Report

**ITEM NO. 21 Approve and authorize the Chief Executive Officer to sign the Service Agreement with Stericycle, Inc. for Waste Disposal Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Agreement – Redacted
- Sourcing Letter
- Disclosure of Ownership

**ITEM NO. 22 Approve and authorize the Chief Executive Officer to sign the Agreement with T Evans RNFA, LLC for Cardiovascular Operating Room First Assist Services; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Service Order
- Disclosure of Ownership

**ITEM NO. 23 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Agreements with ICU Medical Sales, Inc. and Smiths Medical ASD, Inc. for Infusion Pumps and related products; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Addendum – Redacted
- Ordering Document #1 – Placement Equipment Plum 360– Redacted
- Ordering Document #2 – Purchase Summary of CADD - Redacted
- CJT Placed Equipment Agreement - Redacted
- CJT Purchaser Agreement – Redacted
- 1351 HPG Statement of Work – Exhibit L - Redacted
- 1351 Customer Letter – Update Installed Base
- 1119 HPG Information Security Exhibit - Redacted
- IV Catheters Blood Collection Sourcing Letter
- IV Infusion Sourcing Letter
- ICU Medical Sales Sourcing Letter
- Disclosure of Ownership – ICU Medical
- Disclosure of Ownership – Smiths
- Business Associate Agreement

**ITEM NO. 24 Approve and authorize the Chief Executive Officer to sign the Agreement with Waxie Sanitary Supply for Sanitation Materials and Equipment; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Service Agreement
- Sourcing Letter
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-24 be approved as presented. Motion carried by unanimous vote.

**SECTION 3: BUSINESS ITEMS**

**ITEM NO. 25 Receive Ethics training from Liz Bassett, Associate General Counsel, of Nevada Commission on Ethics; and take any action deemed appropriate. (For possible action)**

Due to technical difficulties, Item 25 was tabled to be heard later during the meeting.

**ITEM NO. 26 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:

Member Mackay provided a report on the meeting held on Monday, February 5, 2023 at 2:03 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

The Committee approved the Policies and Procedures and Medical Staff Bylaws, which were approved as a part of today's consent agenda.

Deb Fox provided an update on the status of Pathways to Excellence and the Magnet programs, as well as professional practice and operational updates. Nurses' week is scheduled for May 6-12, 2024. Pathway to Excellence re-designation is due toward the end of 2024. The application and document submission for Magnet will be in 2025. A site visit is also expected at the end of 2025.

Jeff Castillo provided updates on the HCAHPS and CCAHPS programs. Improvements in both categories were discussed. Actions in the ICARE4U program were also reviewed.

Lastly, an update was received on the Quality, Safety and Regulatory program for the 3<sup>rd</sup> quarter of 2023. All safety reports were reported within the appropriate State time frames and corrective actions were taken. All grievances were reviewed and approved and appropriate recommendations.

There were no emerging issues discussed and after last call for public comment, the meeting was adjourned.

FINAL ACTION:

None

**ITEM NO. 27 Receive a report from the Governing Board Human Resource and Executive Compensation Committee; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

Member Ellis provided a report on the special meeting held on Monday, February 26, 2023 at 11:30 a.m. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

The Committee discussed the 5<sup>th</sup> Amendment to the CEO employment agreement, which will extend the agreement to 2028. The amendment was

approved by the committee and was approved as a part of today's consent agenda.

Next, the Committee discussed the new remote work policy, which has not yet been implemented, but is in place if needed in the future. Next, there was a discussion regarding changes to policies related to disciplinary procedures for non-bargain employees. Lastly, the Committee reviewed minor changes that were made to various policies and procedures related to administrative leave days and compensation plans for employed physicians. All items were approved as a part of today's consent agenda.

Emerging issues were discussed and after last call for public comment, the meeting was adjourned.

FINAL ACTION:

None

**ITEM NO. 28 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, February 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.

Quarterly audit and project reports were received on the ReVITALize project. There were no findings reported in the expenditure audit report from Nate Strohl. Shana Tello provided a status report of the project to date. It was noted that the project is on time and in some areas ahead of budget. At this time it is 42% complete.

The Committee received a report regarding financial results from January FY24 and year-to-date financials, which included a review of trended stats and data. Supplemental payments received during the month contributed to good financial results for the month. Key financial indicators 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.

Emerging issues were discussed, there was no public comment and the meeting adjourned at 3:16 PM.

FINAL ACTION:

None

**ITEM NO. 25 Receive the monthly financial report for January FY24; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

January FY24 Financials

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for January 2024.

Admissions were 14% below budget for the month. AADC dropped slightly to 584. Average length of stay increased, 2% over budget. Overall acuity was 1.84 and Medicare CMI was 2.05. Inpatient surgeries were down 9%. Outpatient surgeries were 41% above budget. There were 11 transplant cases. ER visits were down slightly 2.5%. Approximately 23.3% of patients were admitted. Quick cares were up 6% above budget and primary cares were 19% below budget. Telehealth had 718 visits for the month. Orthopedic clinic volumes were 20.5% below budget. Deliveries were 13% below budget. There was continued discussion regarding the ortho clinic volumes.

The income statement for the month showed net revenue above budget \$8.2 million, the key driver being the supplemental payments received. Operating expenses were \$1.8 million above budget, due to challenges with radiology. Total income from operations was \$13 million on a budget of \$5.5 million. Ms. Wakem next reviewed the January year to date statistics, which were ahead of budget.

Salaries, wages and benefits were slightly over budget 1.1%; staff has been doing well managing overtime. All other expenses were reviewed. We were \$1.5 million over budget in supplies due to purchase services.

FINAL ACTION:

None

At this time, the Board returned to hear Agenda Item 25, the Ethics presentation by Liz Bassett.

**ITEM NO. 25 Receive Ethics training from Liz Bassett, Associate General Counsel, of Nevada Commission on Ethics; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Liz Bassett provided of the Nevada Commission on Ethics, provided an ethics overview, which included training on statutory and regulatory authority:

- Chapter 281A Nevada Revised Statutes – Nevada Ethics Law

- Chapter 281A Nevada Administrative Code – Ethics Regulations

The Commission consists of 8 members. Three major functions of the ethics commission are to provide education and outreach, provide advisory opinions to public officers and employees and to receive and process complaints alleging violations of Nevada’s Ethics Law.

Ms. Bassett next reviewed key ethics terms and provided examples of what is and what is not Nevada Ethics Law as it relates to who is covered in the jurisdiction of the Ethics Commission and what types of conduct falls under the jurisdiction of the Ethics Commission, as well as what action the Ethics Commission can take in response to a violation.

Three ethics categories discussed include improper benefits, disclosure and abstention and cooling off.

1. Improper benefits prohibits public officers and employees from using a government position to benefit self or to make a commitment in a private capacity or to receive a gift or loan.
2. Disclosure is required and must be sufficient to inform the public and must be made at the time the matter is considered and every time a matter comes before the board or department. Abstention means a public officer shall not vote or advocate passage of failure of a matter to which they have a relationship. Examples were provided.
3. Cooling off applies when one is leaving a public agency. There is a one year cooling off period prior to seeking or accepting employment or counseling or lobbying the agency.

Four tips for compliance include:

1. Maintain a list of individuals or entities to which you have a “commitment in a private capacity”
2. Review any agendas where you have action items beforehand to identify potential conflicts of interest
3. Consult with legal counsel who can search prior opinions
4. Request an advisory opinion

Lastly, direction was given regarding the ethics processes and tips on how to remain in compliance.

FINAL ACTION:

None

**ITEM NO. 30 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 introduced Marianna Sarmiento to the team at UNLV.

March 15<sup>th</sup> is Match day for the school for Residents.

Dean Kahn next provided highlights from the UMC/UNLV visit to Renown Hospital and UNR in Reno. There were a number of items discussed, including cooperation in cancer care and the priority of receiving GME slots.

Mr. Van Houweling agreed that the trip was a good use of time and discussion to expand GME was very good.

FINAL ACTION:

None

**ITEM NO. 31 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 – Five interventional radiologist are now employed, as well as three diagnostic radiologists.
- Trauma Resus update – Work will be completed in March
- ReVITALize update – The project is on budget and ahead of schedule.
- OR Scheduling, length of stay improvements were discussed.
- Association of American Medical Colleges membership – This provides support and networking opportunities and more advocacy for GME, medical research and education.
- Southern Highlands expansion
- Vegas, INC Healthcare Headliners –
  - Shana Tello recognized – Congratulations!
- Becker's Hospital Review
  - Tony Marinello "Academic Medical Center COOs to Know" Congratulations!

Lastly, Mr. Van Houweling highlighted items in the community brochure, including the car show, CEO town halls, as well as other events in the community.

Artificial intelligence and value-based payments are items that will be presented at a later meeting.

Mr. Van Houweling read a letter regarding a patient experience. There were many staff members that were recognized.

Dean Kahn commented that he is happy that UMC is working with UNLV as a colleague at the Association of American Medical Colleges.

FINAL ACTION:

None

**SECTION 4: EMERGING ISSUES**

**ITEM NO. 32 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. (For possible action)**

DISCUSSION:

Appoint Bill Noonan, Ex- Officio as a non-voting member of the Clinical Quality and Professional Affairs Committee and the Human Resources and Executive Compensation Committee.

Epic progress updates.

Governing Board action plan items will be presented beginning next month.

FINAL ACTION:

None

**COMMENTS BY THE GENERAL PUBLIC:**

Comments from the general public were called.

Speaker: Blain Massey – 3<sup>rd</sup> year Resident – Department of Internal Medicine

Advocate on behalf of residents for an increase in resident salary. He commented that the resident salaries are below the 25<sup>th</sup> percentile for resident salaries in the western region in other programs. He would like this to reach the 25<sup>th</sup> percentile and would like this discussion to be added to a future agenda.

Speaker: Dr. Najima Mwase, Chief Resident, Pediatric Residency –

Expressed her agreement with the previous comments. An increase in resident salaries has been long coming due to the cost of living increases. She stated that residents work very hard on the pediatric side, are there day and night in multiple departments, as well as working at two different hospitals. They tend to get stretched thin and she wants to make sure that the cost of living and the work that is put in is reflected in their salaries. She wants to make sure that this is an important item that is added to a future agenda.

Speaker: Harasi Guerra – Chief Resident – Department of Family Medicine at Kirk Kerkorian School of Medicine -

He expressed his support for his department and supports increase for resident salaries. A recent NPR report regarding the rising cost of rent for those in Las Vegas. Cost of living to afford rent per year is approximately \$69K, which most

residents sit below. He hopes this is a discussion that can be discussed in the future.

Speaker: Emily Shaffer – Physician and 3<sup>rd</sup> year Resident – Department of Gynecology and Obstetrics

Attests that residents are not able to afford the rising cost of living in Las Vegas for rent, food, transportation. Without additional income for emergency needs, this is often put on credit cards to get by. She expressed difficulty in finding additional work to supplement income, due to working 80 hours a week. Many applicants in the cycle for residency commented on this being one of the lowest paid programs, making it difficult to address questions regarding cost of living. The average cost of rent necessitates an income of approximately \$69.8K per year, whereas she makes less than this amount. If the 25<sup>th</sup> percentile, a 4<sup>th</sup> year resident would make approximately \$70K. She looks forward to a discussion on a future agenda.

Speaker: Pakhdikian – 2<sup>nd</sup> year Psychiatry Resident

Agrees with colleagues regarding this topic of discussion.

Speaker: Julianne Shih –

Reiterated what was commented on before, adding that during the course of interviews, the subject of the weakness of salaries in the program comes up and she is hopeful that improvement on this will help recruitment of excellent candidates and excellent minds to Las Vegas.

Speaker: Dr. Lamberts Swainston – Class Rep for PGY2 Class in Internal Medicine

She has heard stories from some of the residents and a shared story of the resident struggles. She commented that there needs to be support for the residents. Please add this item to the agenda.

Speaker: Dr. Jenna Sutton – 2<sup>nd</sup> Year Internal Medicine Resident

Reiterated the sentiments of the other public comments. They work really hard supporting people during their darkest times. It is difficult when they are stressed about money. She provided a personal story of her own financial struggles in affording food and paying bills. She added that this is dehumanizing. During the interview season, there are obvious detriments in the program that she shares. Overall if we want to invest in the community and the residents, they need to be paid well in this community.

Speaker: Dr. Wahi-Gururha – Professor of Medicine at the School of Medicine – Internal Medicine Physician and in medical education for over 20 years.

She expressed that residents graduate with significant debt, over \$250K in debt on average. They are asked to see patients on a limited salary. Financial wellbeing is important to their success, as it impacts physician burnout as well.

We would like to keep the graduates in the community, and not feel as if they are in a community where they are not supported. She supports the residents' request to have this item on a future agenda.

Chair O'Reilly thanked all for their comments and this issue will be addressed by UMC and by the School of Medicine.

FINAL ACTION TAKEN:

None

There being no further business to come before the Board at this time, at the hour of 3:41 PM. Chair O'Reilly adjourned the meeting.

APPROVED: March 27, 2024

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary