

**University Medical Center of Southern Nevada  
Governing Board Meeting  
January 31, 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, January 31, 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 2:03 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  
Mary Lynn Palenik  
Harry Hagerty  
Renee Franklin  
Chris Haase (WebEx)  
Jeff Ellis (via WebEx)

**Ex-Officio Members:**

**Present:**

Dr. Meena Vohra, Chief of Staff

**Absent:**

Steve 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  
Maria Sexton, Chief Information Officer  
Susan Pitz, General Counsel  
Stephanie Ceccarelli, Governing 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 meeting of the UMC Governing Board held on December 13, 2023. (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 Franklin that the agenda be approved as presented. Motion carried by unanimous vote.

**SECTION 2: CONSENT ITEMS**

**ITEM NO. 4 Approve the December 2023 and January 2024 Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on December 26, 2023 and January 23, 2024; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- December Credentialing Activities
- January Credentialing Activities

**ITEM NO. 5 Approve the revisions to the Physician & Non-Physician Provider Traditional Compensation Plan; and take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Physician/Non-Physician Provider Traditional Compensation Plan

**ITEM NO. 6 Approve and authorize the Chief Executive Officer to sign the Amendment One to Facility Agreement with Airgas USA, LLC for supply of cylinder products and other related equipment; authorize the Chief Executive**

**Officer to exercise any extension options; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Amendment One – Redacted
- Disclosure of Ownership

**ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Amendment Two to Services Agreement with Certiphi Screening Inc. for Comprehensive Background Check Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Amendment Two – Partially Redacted
- Disclosure of Ownership

**ITEM NO. 8 Ratify the Amendment #2 to Preferred Provider Agreements with Culinary Health Fund Administrative Services, LLC for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Preferred Provider Agreement – Amendment Two
- Disclosure of Ownership

**ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the Amendment No. 2 (Add Product, Delete Product, Price Change and Renewal Amendment) to Master Customer Agreement with Experian Health, Inc. for revenue cycle software solutions; authorize the Chief Executive Officer to execute future amendments within his yearly delegation of authority; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Master Customer Agreement – Amendment Two

**ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the Client Agreement with FocusOne Solutions, LLC for Staffing Services; authorize the Chief Executive Officer to execute the extension option and future amendments; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Staffing Client Agreement – Redacted
- Disclosure of Ownership

**ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Permanent Placement Agreement with Ocean 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:

- Ocean Perm Placement Agreement
- Disclosure of Ownership

**ITEM NO. 12 Accept a report on the emergency repair of a failed steam pipe; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Emergency Repair Proposal

**ITEM NO. 13 Award Bid No. 2023-14, UMC Orthopedic Clinic Refresh Phase 2, to SAVI 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:

- SAVI Construction Agreement
- Disclosure of Ownership

**ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the Second Amendment to RFP 2018-10 Service Agreement with R&R Partners, Inc. for Federal and State Advocacy Service; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Service Agreement – Amendment Two
- Disclosure of Ownership

**ITEM NO. 15 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Agreement for Transplant Services with Nevada Donor Network, Inc.; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Agreement for Transplant Services
- Disclosure of Ownership

**ITEM NO. 16 Review and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Agreement for Histocompatibility Testing Services with Nevada Donor Network, Inc.; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Lab Agreement
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-16 be approved as presented. Motion carried by unanimous vote.

**SECTION 3: BUSINESS ITEMS**

*At this time, Chairman O'Reilly pulled Item No. 26 out of sequence to be heard at this time.*

**ITEM NO. 26 Accept the appointment of Bill Noonan to serve on the Governing Board, as well as the Clinical Quality and Professional Affairs Committee, as an Ex-Officio member; and direct staff accordingly. (For possible action)**

**DISCUSSION:**

Chairman O'Reilly welcomed Bill Noonan to the appointment as an Ex-Officio member of the Governing Board.

Mr. Noonan was formerly City Manager and was recognized as City Manager of the Year for the City of Las Vegas. He has been very involved in many leadership roles and projects throughout the city that have shaped and benefited the community.

The agenda item was amended to remove the Committee Appointment, which will be decided at a later time.

**FINAL ACTION:**

*At this time the Board returned to discuss Item 17.*

**ITEM NO. 17 Receive an update from Maria Sexton, UMC Chief Information Officer, regarding Epic User Group project updates; and take any action deemed appropriate. (For possible action)**

**DISCUSSION:**

Maria Sexton provided a brief update on the go-live date of the transfer center. The anticipated date was delayed due to additional optimization and training that is scheduled. The new anticipated date is in February.

Ms. Sexton continued her discussion regarding the Epic Payer Platform. This platform is a bi-directional exchange between payers and providers. This will reduce costs and administrative complexities. This is an initiative that the finance team is working with IT.

The many benefits of this platform to UMC includes improvement of authorization turnaround times, reduce denials, and creates efficiencies in registration and bill payments, as well as improve clinical outcomes and quality scores. The success of the platform requires payer involvement and participation.

There are currently 11 payers that are participating in this program. UMC is focusing on Anthem BlueCross BlueShield, United Healthcare Optum and Aetna. There are 8 additional payers that may be beneficial to UMC and 5 others that are considering joining the platform with Epic.

UMC has anticipated a go-live date in mid-March with Anthem BCBS products. The team will continue to provide future updates to the Board.

There was continued discussion regarding the cost savings analysis of the platform.

Member Franklin shared her experience with using this type of system.

Member Ellis asked if this is similar with the Electronic Medical Record initiatives or is this specific between payer and providers. Ms. Sexton responded that this is not the same as the Healthie Nevada organization, but it is a great resource for our providers. She added that the registration with HIE has increased from 20 to over 400.

FINAL ACTION:

None

**ITEM NO. 18 Review and discuss the potential topics to include on the Governing Board 2024 Action Plan calendar; and take any action deemed appropriate. (For possible action)**

DISCUSSION:

Chair O'Reilly thanked all of the Board members for their participation in the Governing Board survey. He highlighted the purpose of the survey is to use the information as an action plan for the year. The comments and suggestions will be a part of the agenda going forward.

The comments and suggestions are highlighted are as follows:

- **Focus on the future of UMC: plant and equipment, clinical trials, regional best areas of focus**
- **Academic Health Center and quality of healthcare**
- **Additional focus with Trustees; joint meeting and regular interactions**
- **Strategy and risk analysis**
- **GMEs and improve quality of service**
- **UMC's place in the Medical District and ongoing relationship with UNLV**
- **Exploration into AI to streamline UMC processes**
- **Board and Committee Chairs focus on succession planning**

Chair O'Reilly stated that priorities of the Board should be shared, as it provides guidance throughout the year.

FINAL ACTION:

None

**ITEM NO. 19 Receive 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:

Member Ellis provided a report on the meeting held on Monday, January 22, 2024 at 2:00 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

The CHRO updates highlighted the start of new SEIU negotiations, performance management system upgrades and new vendors for FMLA and background checks. There was also a review of the CEO goals.

Next, the Committee received an update on employee hiring and staff turnover. The percentage of staff turnover includes per diem employees. The overall turnover rate in total is less than 4% and new hires outpace the terminations.

There was a discussion of the demographics of UMC employees. Statistics surrounding race, ethnicity and gender breakdown was provided, as well as age and years of service. Approximately 55% of employees have less than 5 years of service. It was noted that there have been more hires than terminations.

Physician/Non-Physician Compensation Plan also had some revisions that were discussed.

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

FINAL ACTION:

None

**ITEM NO. 20 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, January 24, 2024 at 2:00 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 regarding financial results from the months of November and December FY24, as well as year to date financials, which

included trended stats and data. A number of items were discussed to address below budget results. Anesthesia and Radiology are on an employment model, therefore there has been an impact causing below budget results. Outstanding supplemental payments were received of approximately \$140 million. There is 50 million in back payments still to be received.

Next the status of the FY23 Performance Goals 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. 21 Receive the monthly financial report for November and December FY24; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

November and December FY23 Financials

DISCUSSION:

Ms. Wakem provided a summary of the monthly financial reports for November and December FY2023.

The key indicators for November showed admission 8% below budget. The AADC was 566 and average length of stay was 5.75 days. Overall acuity was 1.80 and Medicare CMI was 2.04. Inpatient surgeries were 5% below budget and outpatient surgeries were 32% above budget. There were 13 transplant cases.

ER visits were below budget 11%. Conversion rate was 22%. Quick cares and primary cares were below budget market wide. Telehealth had 633 visits for the month. Orthopedic Clinic volumes was 40% below budget. Deliveries were 13% below budget.

The income statement for the month showed operating revenue down \$5.4 million and operating expenses were \$3 million above budget. Total income from ops was \$3.7 million on a budget of \$5.6 million, a loss of \$1.9 million. It was suggested to review the performance of Ortho and Telehealth and apply that to other service lines.

Key indicators for December showed that admissions were down 8%. The AADC was 584, length of stay was up to 6.55. Overall hospital acuity was 1.92 and Medicare CMI was 2.06. Inpatient surgeries were below budget 5.6% and outpatient surgeries were up 28%. There were 15 transplants. ER visits were approximately 9.5% below budget, but the conversion rate was 22%.



Quick cares were down less than 2% and primary cares were down 30%. Telehealth visits were at 785 for December, outpatient orthopedic clinic visits were down 36% and deliveries were above budget 8%.

The income statement for the month showed net revenue below budget \$3.1 million and operating expenses were \$2.2 million above budget. Total income from ops showed earnings of \$675K, \$4.8 million below budget, primarily due to the challenges associated with radiology. Ms. Wakem next reviewed the year to date income statement.

Salaries, wages and benefits, contract labor showed a \$1.4 million variance due to radiology. All other expenses were \$2.2 over budget due to supplies and transplants. Purchased services is about \$578K over budget.

FINAL ACTION:

None

**ITEM NO. 22 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:

The Dean was not present for today's meeting. There was no report.

FINAL ACTION:

None

**ITEM NO. 23 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 – there are approximately 20 vacancies. 5 Interventional Radiologists have been hired, 1 hire is pending and there have been 2 Diagnostic Radiologist hires and 1 pending. UMC will also be hiring physician assistants.
- Liver transplant with Nevada Donor Network – Transplant surgeon has been hired. Goal is to do a liver transplant by the 1<sup>st</sup> of next year.
- DNV Stroke Certification and American Heart Association – UMC was recognized as Gold Plus Elite and confident we will be a Comprehensive Stroke Center

- OR leaders – A new Chief of Anesthesia and surgeon to help with efficiencies, utilization and block times. The Board is encouraged to schedule a tour of the OR.
- ReVITALize update – 45% completed. Trauma opens in February and the parking lot will be done on the 24<sup>th</sup>. The round building will be done in March.
- Trauma Resus Refresh - the 2231 refresh has been approved.
- Ortho and Spine Clinic update was provided
- Nellis relocation – before and after images were shown of the location.
- SEIU 1107 at Sunrise – There are 3 other County departments that are also in negotiations. The SEIU expanded at Sunrise and is now inclusive of ancillary departments.
- UMC Lions Burn Care Center Open House February 8 at 10am. Please join.
- The Community brochure was provided as informational.

FINAL ACTION:

None

**ITEM NO. 24 Review for approval the amendment to the Governing Board Bylaws; and take any action deemed appropriate. (For possible action)**

DISCUSSION:

Ms. Pitz stated that before the Board is a proposed amendment to the Bylaws in which the officers provisions are to be made consistent to the term provisions of the Governing Board members.

FINAL ACTION:

A motion was made by Member Mackay that the UMC Governing Board Bylaws governance documents be approved as recommended. Motion carried by unanimous vote.

**ITEM NO. 25 Elect a Chair and Vice Chair to the Governing Board to serve a two-year term ending January 2026; and take any action deemed appropriate. (For possible action)**

DISCUSSION:

Member Palenik nominated John O'Reilly as Chair of the Board and nominated Dr. Donald Mackay as Vice-Chair of the Board.

Chair O'Reilly indicated that he and Dr. Mackay would be honored to continue to serve the two-year term. Dr. Mackay added that it has been a privilege and a pleasure to serve.

FINAL ACTION:

Member Palenik made two motions for Chair O'Reilly and Dr. Mackay to continue for another two-year term in their capacities as Chair and Vice-Chair, respectively. Both motions carried by unanimous vote, with noted abstentions below.

Chair O'Reilly and Dr. Mackay abstained from voting on their respective nominations.

**SECTION 4: EMERGING ISSUES**

**ITEM NO. 27 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. (For possible action)**

**DISCUSSION:**

1. Potential impact of AI (Artificial Intelligence) and how it will affect the hospital as well as how Epic is involved. Dr. Lippmann commented that an AI demonstration will be taking place at the hospital in the near future. There was continued discussion on how AI has affected business and IT services.
2. Possible from Judy Faulkner.
3. Ms. Pitz provided an update on the annual check list. The checklist is based on the Bylaws, governance requirements and training and education. The checklist will also track committee responsibilities.

**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 pursuant to NRS 241.015(3)(b)(2).

There being no further business to come before the Board at this time, at the hour of 3:12 PM, Chair O'Reilly adjourned the meeting, and the Board recessed to go into closed session.

**SECTION 5: CLOSED SESSION**

**ITEM NO. 28 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 3:14 PM.

At the hour of 3:33 PM, the closed session on the above topic ended.

**FINAL ACTION TAKEN:**

None

There being no further business to come before the Board at this time, at the hour of 3:33 PM. Chair O'Reilly adjourned the meeting.

APPROVED: February 28, 2024

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary