

**University Medical Center of Southern Nevada
Governing Board Meeting
March 27, 2024**

Emerald Conference Room
Delta Point Building (1st Floor)
901 Rancho Lane
Las Vegas, Clark County, Nevada
Wednesday, March 27, 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 2:15 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
Robyn Caspersen
Harry Hagerty
Mary Lynn Palenik
Chris Haase (WebEx)
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)
Bill Noonan, Ex-Officio (WebEx)

Absent:

Laura Lopez-Hobbs (Excused)

Others Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Dr. Kate Martin, Associate Dean for Graduate Medical Education, DIO
Shana Tello, Academic and External Affairs Administrator
Jessica Dragna, Management Analyst
Daniel Rosales, Retail Manager – Morrison
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 February 28, 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)

FINAL ACTION:

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

SECTION 2: CONSENT ITEMS

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

DOCUMENT(S) SUBMITTED:

- March Credentialing Activities

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

DOCUMENT(S) SUBMITTED:

- Physician/Non-Physician Provider Traditional Compensation and Benefits Plan
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ITEM NO. 6 Approve the 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 Provider Agreement – Redacted
- Disclosure of Ownership

ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the In-Hospital Services Agreement with Fresenius Kidney Care of Nevada, LLC for hospital dialysis services; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- In-Hospital Services Agreement – Redacted
- Disclosure of Ownership

ITEM NO. 8 Approve the Agreement for Breach Response Services with IDX, a Zerofox Company; authorize the Chief Executive Officer to execute amendments or extension options; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Breach Response Services Agreement
- Disclosure of Ownership

ITEM NO. 9 Approve and authorize the Chief Executive Officer to sign the Agreement with ROI-IT, LLC for Sophos Endpoint Security services; or take action as deemed appropriate. (For possible action) (For possible action)

DOCUMENT(S) SUBMITTED:

- Sophos Renewal Quote
- Disclosure of Ownership

ITEM NO. 10 Approve and authorize the Chief Executive Officer to sign the Retail Pharmacy Consulting and Management Agreement with Cardinal Health Pharmacy Services, LLC; authorize the Chief Executive Officer to execute extensions and amendments; or take action as deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

- Retail Pharmacy Consulting and Management Agreement
- Disclosure of Ownership

ITEM NO. 11 Approve and authorize the Chief Executive Officer to sign the Fourth Amendment to RFP 2018-01 Agreement with Compass Group for Food Services and Clinical Nutrition Management Services (Lot 2); authorize the Chief Executive Officer to execute any future Amendments within his yearly

delegation of authority; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Compass Group Amendment 4 - Redacted
- Disclosure of Ownership

ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the First Amendment to the Master Services Agreement with EV&A Architects for Architectural Design and Documents Service; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Architectural Design Service – Amendment 1
- 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 revisions to the Critical Labor Shortage Resolution in accordance to NRS 286.523, for University Medical Center of Southern Nevada to employ retired public employees to fill positions for which there is a critical labor shortage; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Resolution
- PERS – Critical Labor Shortage Request – Position List

ITEM NO. 14 Approve and recommend for approval by the Board of Hospital Trustees for University Medical Center of Southern Nevada, the Amendment Three to Master Professional Services Agreement with Medicus Healthcare Solutions, LLC for locum tenens and advanced practitioners staffing services; authorize the Chief Executive Officer to execute amendments within the not-to-exceed amount of this Agreement; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Master Professional Services Agreement – Amendment 3

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-14 be approved as presented. Motion carried by unanimous vote.

SECTION 3: BUSINESS ITEMS

ITEM NO. 15 Receive an educational update from Dr. Kate Martin, Associate Dean for Graduate Medical Education & Designated Institutional Official (DIO) 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 provided the Graduate Education Report for the Kirk Kerkorian School of Medicine.

Match day was held on March 15th for the 4th graduating class. Of the 61 students, 35 will be completing their residency training in Nevada, which is approximately 57% of students. She added that 77% of physicians that complete their residency degree in Nevada remain in Nevada.

Chairman O'Reilly inquired about the Nevada connections for those students who are coming from other schools.

Dr. Martin shared a slide regarding the specialty areas that the 4th year students will be going into. The geographical distribution of 4th year medical students coming to Nevada in July was reviewed. There are 87 new residents joining in July and 27 are coming from Nevada medical schools. The mission is to recruit and retain individuals in the state of Nevada.

Chairman O'Reilly asked if there is a criteria in selecting Residents who have affiliation to Nevada. Dr. Martin explained the differences in the selection process for the medical students and residents, adding that preference is given to those who have a connection to or would like to stay in Nevada. The National Resident Matching Program (NRMP) is the process used for matching residents and is part of their ranking and interview process; it is different from the medical student selection process. A discussion ensued regarding the socialization opportunities to host potential residents who would like to remain in Nevada.

Next, Dr. Martin shared the list of resident programs and the fellowship programs that are available. Forensic Pathology and Rheumatology are two new Fellowship programs that are actively recruiting for training.

The American Association of Medical Colleges (AAMC) resident 25th percentile salary table for the Western Region was next discussed. UMC just became a member of the AAMC. The AAMC surveys the surveys of faculty and resident salary rates for the Western Region. She added that an institution should meet the 25th percentile to be competitive in attracting candidates. The slide presented focused on the base salaries.

Chair O'Reilly asked if stipends and benefits were included in the totals on the slide. Dr. Martin responded that the slide only supported the base salary totals, but she could provide more information. A discussion ensued regarding the differences in the salaries based on the other regional locations. A slide was presented showing a comparison of the AAMC 25th and Kirk Kerkorian School of Medicine salaries from 2017 to present. Dr. Martin noted a substantial gap in salary beginning in 2020.

UMC supports 204 FTEs for the GME program. The total School of Medicine FTE count is 342. The school receives additional funding from various sites to offset costs. UMC and UNLV have worked in tandem to receive funding from the state to support GME grants. She added that all institutions in the community show opportunities for improvement to reach the 25th percentile for residents. There was continued discussion regarding the cost of living differences in Reno compared to Las Vegas. The goal is to see alignment between the state institutions. A discussion continued regarding the resident salary costs and the previous comments received by the Board regarding resident salaries.

Mr. Van Houweling commented that this is a budgetary process and that this will take time.

Chairman O'Reilly added that he would like the residents to be a part of the future conversation regarding salaries.

Lastly, Dr. Martin presented the collaboration between the hospital and the school, which included a 5% increase in resident salaries, hospital recognitions, work space improvements, etc.

FINAL ACTION:

None

ITEM NO. 16 Review and discuss the Governing Board 2024 Action Plan, to include an informational overview of the GME program from Shana Tello, Academic and External Affairs Administrator; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Shana Tello, Academic and External Affairs Administrator and Jessika Dragna, Management Analyst, provided a presentation on UMC's commitment and contribution to the GME program and UMC Resident support.

Ms. Dragna reviewed some of the UMC and UNLV activities that have been implemented to support residents, such as salary and meal stipend increases, workroom improvements, work stations, IT support and improved onboarding processes. Actions that have been implemented as a result of the GME Survey from the 2023 survey were presented. Ms. Tello added that the resident feedback is of value and these actions are a priority.

UMC resident salary support was next reviewed. A slide was presented showing the increase in resident salaries from FY18 to FY24. Historically, with the exception of FY22, continuous salary increases have been provided yearly. Ms. Tello reminded the Board that the CAP has increased slightly due to the CMS Expansion grant application that was submitted. UMC has recently submitted a grant for additional Pediatric Residency slots. The discussion continued with a formula breakdown of the salary support for DME and IME and an explanation of

how it is established. UMC provides an additional \$3.7 million dollars in mission support, which is not reimbursed by CMS.

The FY24 UMC Salary support slide showed a breakdown for program graduate years one through six, as well as the breakdown of the base, fringe and malpractice dollars. Ms. Tello explained the breakdown of the year one salary breakdown, which would be over the 25th percentile. There was continued discussion regarding the DME and IME calculations.

Dean Kahn stated that the tables presented in the previous presentation were for salaries only, and did not include the benefits and malpractice. He explained that UMC is charged salaries set by UMC plus fringe. UNLV does not receive any extra funding. A lengthy discussion ensued on the matter of the salary schedule and mission support.

Dr. Martin commented that the primary driver of why we cannot get physicians to Nevada is that the salaries are low.

Dean Kahn added that other hospitals in the valley have their own programs.

Mr. Van Houweling asked if the other hospitals cover the fringe and malpractice costs when the Residents are at those hospitals. Dr. Martin confirmed that UMC is not invoiced for those costs when they are at other hospitals.

Ms. Tello added that the funds received for DME and IME cover 80% of UMC costs. She continued her presentation by reviewing the Western Regional Salary overlook, UMC Resident program support for away rotations, community rotations and UNLV Health Clinics.

Lastly, Ms. Tello reviewed ongoing legislative activities and future activities for residents at UMC.

The Board would like to embrace the opportunity to support sponsorship of residents with the Adopt-a-Resident Program.

FINAL ACTION:

None

ITEM NO. 17 Receive an update from Daniel Rosales, Retail Manager with Compass Group - Morrison, regarding food services at UMC; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Mr. Van Houweling introduced Daniel Rosales, Retail Manager with Compass Group – Morrison, who provided an overview of their quarterly business review.

Mr. Rosales reviewed the new digital format that will be integrated into the hospital food service system. This will incorporate the meal plan into the patient record and streamline the process. This improves communication with the nursing staff and shows real-time activity of the meal preparation process. He highlighted a program called My Meal, whereby patients are able to select meal preferences and they are able to make a selection of their preference within system module.

Mr. Rosales next showcased the menu that has been updated to provide new options for breakfast, lunch and dinner. There are also secondary options, which will be available on a seasonal basis.

Member Palenik asked if healthier vegan and vegetarian options are available. Mr. Rosales responded that unlimited options will be available for our patients through the refresh.

Examples of patient menu options were displayed for the Board to view.

FINAL ACTION:

None

ITEM NO. 18 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)

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

Ms. Sexton updated the Board on four of the ongoing Epic related projects at UMC.

1. Payer Platform – this program will assist with payer/provider communication. This new module is set to go live on April 8th. UNLV is currently testing this service and UMC has completed its testing. Quarterly updates will be provided on the progress and expected improvements.
2. The Transfer Center went live on March 11th. To date, there have been approximately 500 patient transfer calls to UMC. Positive feedback has been received.
3. Ambient Documentation – Ms. Sexton explained this listening device between provider and patient using AI technology. This has improved communication and encounters between providers and patients, as well as improving patient satisfaction. This technology is expected to be implemented in 60-days.
4. Lastly, In-Basket Draft Notes for Providers – This technology will craft and draft responses for the provider. Responses are able to be modified by the provider before it is sent to the patient. There has been positive feedback from patients regarding improved communication from providers.

She informed the Board that the Epic User Group Meeting (UGM) is coming up in August 2024.

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 report on the meeting which was held on Thursday, March 7, 2024 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 2nd quarter of FY24 was received. Overall results were positive. The Committee discussed detailed market share results in all service lines, including Orthopedics, Cardiac services, Women's and Children's services, Ambulatory and Telehealth, as well as surgical suite renovations and operational improvements.

Operational initiatives, capital plans and budget initiatives for FY24 and FY25 were discussed, along with progress to date. The committee discussed a long term goal of being recognized as the Center of Excellence in all service line areas.

One emerging issue was discussed regarding becoming a Center of Excellence in Stroke Care. After a call for public comment, the meeting went into closed session and the meeting adjourned at 10:45 am.

Chair O'Reilly suggested monitoring the clinical trials as an area of focus.

FINAL ACTION:

None

ITEM NO. 20 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 meeting held on Monday, March 18, 2024 at 2:00 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

There were 2 business items that were approved during the meeting, and were a part of today's consent agenda.

Next the committee discussed an item related to hospital critical labor shortage positions, allowing retired employees to return to work. The Committee requested that staff bring back information regarding potential future retired employees that are asked to return to work to support the critical shortage areas and how this relates to the PERS program.

The Committee discussed minor changes related to the Physician and Non-Physician compensation plan to add a salary schedule for Hospitalists.

There were no other emerging issues were discussed and after last call for public comment, the meeting was adjourned at 2:30 p.m.

FINAL ACTION:

None

ITEM NO. 21 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 20, 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 meeting began with a report from internal audit on Cash Controls. Management results and remediation plans were discussed.

The Committee received a report regarding financial results from February and year to date financials, which included trended stats and data.

A report on the tentative preliminary operating budget for FY2025 was reviewed. The Committee reviewed the various primary assumptions, the process in creating the budget, year-over-year comparisons, as well as operating and strategic service line initiatives. Prior year matters not expected to recur were also discussed. Feedback was also provided to management, but no action was taken during the meeting.

There were other business items that 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. 22 Receive the monthly financial report for February FY24; and take any action deemed appropriate. (For possible action)

DOCUMENT(S) SUBMITTED:

February FY 24 Financials

DISCUSSION:

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

The key indicators for February showed admissions on budget. The AADC was 579. Average length of stay dropped to 6.34 days. Overall hospital acuity was 1.89 and Medicare CMI was 2.23. Inpatient surgeries were down 11.5%.

Outpatient surgeries were up 7.5%. There were 13 transplant cases. ER visits were below budget, 6%. Approximately 24% of ED patients are being admitted.

Quick cares were up 26% above budget and primary cares were almost 3% below budget. There were 575 telehealth visits for the month and Orthopedic Clinic volumes were 1,751 patient visits.

The income statement for the month showed net revenue below budget \$1.1 million, other revenue was on budget. Total operating expenses exceeded budget \$3.4 million. Total income from ops was \$3.5 million on a budget of \$7 million. The year-to-date income statement was reviewed briefly.

Salaries, wages and benefits were \$2.3 million higher for the month primarily due to radiology and contract labor. All other expenses were reviewed. Utilities continue to be higher than expected. Purchased services was the key driver.

The budget timeline was shared. The final budget will go to the County on April 25th.

FINAL ACTION:

None

ITEM NO. 23 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. Kate Martin provided the report for Dean Kahn.

She commented that Match Day was held recently for students. UMC and UNLV are working together to receive state funding for GME.

Member Palenik commented on the “Adopt-a-Resident” program and voiced support of this program for the Residents.

Member Mackay asked about the Federal and State support of the GME program. Dr. Martin responded that although there has been incremental federal support, the new support received for the GME program comes from the state level.

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:

Mason Van Houweling, UMC CEO provided the following updates:

Mr. Van Houweling reviewed some of the hospital updates and recent community events included in the UMC Community brochure.

- Trauma Resus update – Scheduled to open April 3rd
- Radiology Update – There is continued progress in employment. UMC now employs 6 Interventional Radiologists, 4 Diagnostic Radiologists and 2 Physician Assistants.
- Rancho Quick Care – Now used for Orthopedic and Spine care to allow for more capacity.
- Crisis Stabilization Center – in process
- Change Healthcare – UMC not impacted by the breach
- American Hospital Association update – Hot topics included legislative and regulatory issues, health plan accountability, high cost therapeutic drugs and emerging regulations regarding AI technology
- Joint Commission advance Primary Stroke Recertification – UMC is in the window. Site visit expected toward the end of April.
- Doctors Day – Celebration will be Thursday at noon in Doctor’s Lounge
- Dr. Onyema retiring March 29th after over 30-years of service – Thank you for your years of service at UMC!

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:

Member Palenik stated that as of April 1st St. Rose Dominican no longer has an agreement with Aetna.

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 4:14 PM, Chair O'Reilly adjourned the meeting, and the Board recessed to go into closed session.

SECTION 5: CLOSED SESSION

ITEM NO. 25 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 4:18 PM.

At the hour of 4:33 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 4:33 PM. Chair O'Reilly adjourned the meeting.

APPROVED: April 24, 2024

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary