

**University Medical Center of Southern Nevada  
Governing Board Meeting  
May 29, 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, May 29, 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 2:04 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 (WebEx)  
Robyn Caspersen  
Harry Hagerty  
Laura Lopez-Hobbs  
Renee Franklin (WebEx)  
Mary Lynn Palenik (WebEx)  
Chris Haase (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

**Absent:**

Bill Noonan, Ex-Officio (Excused)  
Steve Weitman, Ex-Officio (Excused)

**Others Present:**

Mason Van Houweling, Chief Executive Officer  
Tony Marinello, Chief Operating Officer  
Jennifer Wakem, Chief Financial Officer  
Shana Tello, Academic and External Affairs Administrator  
Jessika Dragna, Management Analyst  
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 April 24, 2024. (Available at University Medical Center, Administrative Office) (For possible action)**

**FINAL ACTION:**

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

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

Item 18 was removed from the agenda.

**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 April Medical and Dental Staff Credentialing Activities for University Medical Center of Southern Nevada (UMC) as authorized by the Medical Executive Committee (MEC) on April 23, 2024; and take action as deemed appropriate. (For possible action)**

**DOCUMENT(S) SUBMITTED:**

- May Credentialing

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

**DOCUMENT(S) SUBMITTED:**

- Physician and Non Physician Provider Traditional Compensation Plan

- ITEM NO. 6 Approve and authorize the Chief Executive Officer to sign the Amendments to Participating Provider Agreement with SilverSummit Healthplan, Inc. for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Amendment Nine – Redacted
- Amendment Ten – Redacted
- Disclosure of Ownership

- ITEM NO. 7 Approve and authorize the Chief Executive Officer to sign the Fourth Amendment to the Hospital Service Agreement with Cigna Health and Life Insurance Company for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Hospital Services Agreement - Amendment 1 – Redacted
- Disclosure of Ownership

- ITEM NO. 8 Approve and authorize the Chief Executive Officer to sign the Amendment Number Six to Provider Services Agreement with Intermountain IPA, LLC for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Amendment 6 - Redacted
- Disclosure of Ownership

- ITEM NO. 9 Ratify the Fourth Amendment to Facility Participation Agreement with United Healthcare Insurance Company for Managed Care Services; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Facility Participation Agreement – Amendment 4 - Redacted
- Disclosure of Ownership

- ITEM NO. 10 Award the Bid No. 2024-02, UMC Infusion Center Improvement Project PWP# CL-2024-298, to Blueprint Construction (NOTAJ0, LLC), 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:

- Notice of Award
- Disclosure of Ownership

- ITEM NO. 11 Award RFP No. 2024-01 Documentation Retrieval Services to Claim Services, Inc.; authorize the Chief Executive Officer to sign the RFP No. 2024-01 Service Agreement; execute any extensions and amendments**

within the not-to-exceed yearly amount of this Agreement; or take action as deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED:

- Service Agreement for Documentation Retrieval Services

**ITEM NO. 12 Approve and authorize the Chief Executive Officer to sign the Wholesale Product Purchase Agreement with Priority Healthcare Distribution, Inc. d/b/a CuraScript SD Specialty Distribution for the purchase of pharmaceutical and biological products; execute future amendments within the not-to-exceed amount of this Agreement; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Wholesale Product Purchase Agreement
- Disclosure of Ownership

**ITEM NO. 13 Approve and authorize the Chief Executive Officer to sign the Agreement with Olpin Group, Inc. for the purchase of hospital bed and equipment lift systems, with delivery and installation included; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Contract – Redacted
- Disclosure of Ownership

**ITEM NO. 14 Approve and authorize the Chief Executive Officer to sign the Fifth Amendment to Agreement for Data Engineering Consultation with Shannon Kane-Saenz; execute future amendments within the not-to-exceed amount of this Agreement; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Agreement for Data Engineering Consultant

**ITEM NO. 15 Award RFP 2023-05 Courier Services to B2B Delivery, LLC.; authorize the Chief Executive Officer to sign the RFP 2023-05 Courier Services Agreement; execute any extension options and future amendments within the not-to-exceed amount of the Agreement; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Courier Services Agreement
- Disclosure of Ownership

**ITEM NO. 16 Approve and authorize the Chief Executive Officer to sign the First Amendment to Service Agreement for Release of Medical Information and Copying Services with MRO Corporation; authorize the Chief Executive Officer to execute future amendments within his delegation of authority; or take action as deemed appropriate. *(For possible action)***

DOCUMENT(S) SUBMITTED:

- Service Agreement – Amendment 1
- Disclosure of Ownership

**ITEM NO. 17 Approve and authorize the Chief Executive Officer to sign the Contract Closing Reconciliation with RABessler, M.D. P.C. d/b/a Sound Physicians of Nevada II; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Contract Closing Reconciliation
- Disclosure of Ownership

FINAL ACTION:

A motion was made by Member Mackay that Consent Items 4-17 be approved as presented. Motion carried by unanimous vote.

**SECTION 3: BUSINESS ITEMS**

**ITEM NO. 18 Receive an informational presentation from Tiffanie Fleming, Executive Director of Patient Access and Ambulatory Care, regarding Value-Based Care; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

This item was tabled.

FINAL ACTION:

None

**ITEM NO. 19 Receive an informational presentation from Maria Sexton, Chief Information Officer on UMC's Artificial Intelligence (A.I.) strategy; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

Maria Sexton, Chief Information Officer provided a high level presentation on the AI or artificial intelligence technology and how it benefits UMC.

Artificial Intelligence is a branch of computer science that deals with the creation of intelligent agents, and are systems that can reason, learn, and act autonomously. Deep learning uses artificial neural networks, which all them to process more complex patterns than traditional machine learning. Generative AI is a subset of deep learning and is a type of technology that can produce various types of content, including text, imagery, audio and synthetic data.

There are risks that are involved, including hallucinations, deep fakes, phrases that are nonsensical or grammatically incorrect, bad data, privacy violations, etc.

The intent of AI is not to replace humans but to refocus them to other tasks.

UMC is working on AI use in clinical, revenue cycle management, productivity and cyber security. Ms. Sexton went on to highlight some of the organization wide initiatives UMC is adopting and explained how tools like these help job performance.

More information will be provided in the future.

Chair O'Reilly asked if there are any compatibility issues in EPIC. Ms. Sexton responded that there were no issues to report at this time. There was brief discussion regarding revolutionary math and the use in clinical trials.

Member Hagerty asked about the use of AI as a diagnostic tool in radiology. Ms. Sexton responded that UMC has used an AI radiology tool, but the system is not currently being used at UMC. This tool is being explored for use in the future. There was continued discussion regarding the historical use of this type of technology at UMC and how it can benefit the hospital in the future.

FINAL ACTION:

None

*At this time, the Board considered Agenda Items 20 and 21 for discussion at the same time.*

**ITEM NO. 20 Review and discuss the Governing Board 2024 Action Plan, to include an informational update on the GME program; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

PowerPoint Presentation

DISCUSSION:

At this time, Shana Tello and Jessika Dagna presented the GME update and recapped some of the survey items discussed at previous meetings.

1. The Sponsor a Resident Program will be for those in the Southern Nevada community to become mentors, advisors and friends to medical residents during their training. UMC is working with UNLV on this program and had a kick off meeting last week to discuss. This program will hopefully be up and running by the summer.
2. The Resident Roundup is being distributed into all resident workrooms at UMC to provide updates regarding initiatives around the hospital.
3. Beginning May 1<sup>st</sup>, residents will obtain \$24 daily for meals (\$12 per transaction).

4. Other support provided includes technology, supplies, workrooms and sleep rooms for residents.

The Board discussion continued regarding the Sponsor a Resident Program and they look forward to updates at the next meeting.

An overview of the FY24 GME funding was provided next. This support includes the financial support, program operation costs and the UNLV medical education land donation. Ms. Tello added that there are other funds that UMC provides support to, but this is not reimbursed. There are currently 60 community rotations and 8 approved away rotations. The operational cost to train a resident is \$156K per resident and UMC is reimbursed \$113K per FTE. Ms. Tello reminded the Board that the CMS FTE cap is at 157 and UMC trains 204 residents. UNLV reports a total of 342 residents.

Chairman O'Reilly asked for clarification regarding the resident stipend and mission support funding. Ms. Tello confirmed that the funding over 8 years was \$134 million and does not include any indirect costs.

Ms. Tello next shared a breakdown of the resident stipend for FY24 which showed the base salary, fringe, and malpractice for the individual six program years. A discussion ensued regarding the fringe benefits that are received by the residents.

Member Hobbs asked about the PERS retirement benefit included in the description on the slide. Dean Kahn responded that it is actually a 401K plan. A lengthy discussion ensued regarding the percentage of contribution dollars for retirement paid by residents and the school. It was clarified that the retirement plan rate is established by NSHE.

Dean Kahn reminded the board that the residents provide a significant work product to the hospital, not NSHE. He added that employees deserve benefits and the retirement contribution is a benefit that NSHE requires that the school provides to the residents.

Chairman O'Reilly asked that the Dean provide a breakdown of the fringe benefits and malpractice payments. A discussion ensued regarding the billing between attending physicians and residents.

Dr. Vohra explained how she bills for residents on behalf of the attending physician.

Mr. Van Houweling commented that the residents are doing a lot of work and working a lot of hours and this should be reviewed. There was continued discussion regarding how the hours for residents are tracked.

The FY25 GME funding schedule shows the rate changes which includes an increase, due to a decrease in the fringe. There has been a total increase of approximately 18% of the resident stipend. It was pointed out that most of the salary increase comes from the fringe. The increase in funding that UMC

provides goes directly to the residents. The discussion continued regarding the funding and proposed increases.

With the proposed increase, UMC would be the leader in GME funding in the market for resident salaries.

FINAL ACTION:

None

**ITEM NO. 21 Review, discuss and consider for recommendation to the Board of Hospital Trustees for University Medical Center of Southern Nevada, the approval of the Ninth Amendment to Preliminary Affiliation Agreement with the Board of Regents of the Nevada System of Higher Education on behalf of the Kirk Kerkorian School of Medicine at the University of Nevada, Las Vegas; or take action as deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

- Preliminary Affiliation Agreement - Ninth Amendment

DISCUSSION:

This agreement is for the mission support for the GME program.

FINAL ACTION:

A motion was made by Member Hagerty be approved and forwarded to the Board of Hospital Trustees for approval subject to final signatures by UNLV . Motion carried by unanimous vote.

Dean Kahn thanked the Board and residents.

Chairman O'Reilly thanked all of the residents in the room for all they do at UMC.

**ITEM NO. 22 Receive a report from the Governing Board Strategic Planning Committee Meeting; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

None

DISCUSSION:

Member Hagerty provided a report on the meeting held on Monday, May 2, 2024 at 9:00 pm. There was a quorum in attendance. There was no public comment. The minutes and the agenda were both approved.

An update on the strategic service lines was provided. Overall, UMC remains in 4<sup>th</sup> place in the market for inpatient market shares. There has been improvement in percentages with many of the targeted service lines.

Next, operating and financial results for the focused service lines were reviewed. The team discussed renovations and efficiency areas of improvement at UMC and ambulatory locations.



The final agenda item is on the UMC Virtual First Primary Care program that is being established for patients.

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

FINAL ACTION:

None

**ITEM NO. 23 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:

The meeting held on May 20, 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 first business item was a review of the turnover and hire data through April 2024. Voluntary turnover for FT/PT was 6.7%, which is better than industry standards. Per diem turnover is about 40%, not uncommon, but is being monitored. Turnover percentages – 55% voluntary, 14% involuntary, and 12% failed probation and 18% retiring.

Next was a review of the SEIU negotiations. There are 14 tentative agreements and 6 articles left to discuss in non-economics piece. Discussions still remain in the economics portion.

HR Goals updates were provided. All goals are on target to be met. The goals will be reviewed again in July.

The Committee discussed minor changes related to the Physician and Non-Physician compensation plan. This business item was approved during the meeting, and is a part of today's consent agenda.

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

FINAL ACTION:

None

**ITEM NO. 24 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, May 22, 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 for April and year to date financials, which included key financial performance indicators, trended stats data and actual results compared to budget.

Next, the Committee reviewed the status of the goals related to labor, construction project and budget.

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. 21 Receive the monthly financial report for April FY24; and take any action deemed appropriate. (For possible action)**

DOCUMENT(S) SUBMITTED:

April FY24 Financials

DISCUSSION:

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

The key indicators for April showed admissions below budget 11%. The AADC was 581. Average length of stay was at 6.04 days. Overall hospital acuity was 1.76 and Medicare CMI was 2.03. Inpatient surgeries were down 10%. Outpatient surgeries were 18% above budget. There were 14 transplant cases. ER visits were below budget 14%. Approximately 23.75% of ED patients are being admitted.

Quick cares were down 7% and primary cares were almost 18% below budget. There were 580 telehealth visits for the month and Orthopedic Clinic volumes were 1,726 patient visits. Deliveries were 92 for the month.

The income statement for the month showed operating revenue below budget \$1.8 million. Total operating expenses below budget \$1.6 million. Total income from ops was \$3.3 million on a budget of \$5.9 million, leaving us \$2.6 million below budget. The year-to-date income statement was reviewed briefly.

Salaries, wages and benefits were \$900K over budget for the month primarily due to radiology and contract labor. Overtime is over budget by approximately 3%. All other expenses were \$720K above budget. Supplies are holding steady.

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:

The Dean thanked the hospital again for the partnership and addressing resident's needs. The goal is to have a master affiliation agreement. Research in clinical trials is a target goal.

The Dean spoke about community engagement to provide healthcare to community children.

Rheumatology fellows will start in July. This is a 2 year fellowship. New residents will join June 17<sup>th</sup>.

Graduation of 64 students and 57% are remaining in the state. He added that residency positions are needed.

In research, the University has a grant in the Clinical Trials Network. This will provide funding for clinical trials. This is a grant renewal. There was continued discussion regarding the grant program.

FINAL ACTION:

None

**ITEM NO. 27 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.

- Congratulations to Shana Tello as a Leadership Headliner and others for their accomplishments!
- RTAB and Health District update – the goal is to protect UMC's Level I status.

- ED update – the hospitalist conversion will be July 1. We are looking forward to a smooth transition. Offers are currently being made.
- Hospitalist update – there were 21 positions signed
- Radiologist update – There are a mix of diagnostic, muscle skeletal, pediatric radiologist, neuro and body coming onboard. There is continued progress.
- Trauma Resus CT and IR suite will be inspected by June 11th
- Cath lab competed and inspected by July- volumes continue to increase
- UMC's Cardiology Symposium – Saturday, June 8<sup>th</sup> at Red Rock – 14<sup>th</sup> annual symposium.

FINAL ACTION:

None

**SECTION 4: EMERGING ISSUES**

**ITEM NO. 28 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. (For possible action)**

DISCUSSION:

None

FINAL ACTION:

None

**COMMENTS BY THE GENERAL PUBLIC:**

Comments from the general public were called.

Speaker: Dr. Mitnik – Resident – Department of Internal Medicine

Thank you for increasing the annual salary. He clarified that they are residents and not students, and it is the resident that saves the lives. He commented that with the inflation rates, if we don't stay competitive, there is a good chance that residents will not come here to Nevada. It is a huge incentive to remain competitive. He would like to see the data regarding the prolonged length of stay and unnecessary tests due to residents providing treatment. He would like to see the data related to the expenses.

A motion was made by Member Hobbs 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: June 26, 2024

Minutes Prepared by: Stephanie Ceccarelli, Board Secretary