UMC Providence Suite
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Thursday, June 25, 2026
10:00 a.m.

The University Medical Center Governing Board Strategic Planning Committee met at the time and location listed above. The meeting was called to order at the hour of 10:04 a.m. by Chair Palenik and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
Mary Lynn Palenik, Chair
Harry Hagerty (Via Teams)
Christian Haase (Via Teams)
Renee Franklin (Via Teams)

Absent:
Dr. John Fildes (Excused)

Also Present:
Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Chris Jones, Executive Director of Support Services
Susan Pitz, General Counsel
Stephanie Ceccarelli, Board Secretary
B & P Advertising Representatives
Kayla Hillegass, Business Development Officer (Via Teams)

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair Palenik asked if there were any persons present in the audience wishing to be heard on any item on this agenda. No such comments were heard.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on April 9, 2026. ***(For possible action)***

FINAL ACTION: A motion was made by Member Franklin that the minutes be approved as presented. 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. BUSINESS ITEMS

ITEM NO. 4 Receive education from Danita Cohen, Chief Experience Officer, supported by B&P Advertising, regarding UMC's Marketing Plan; and direct staff accordingly. ***(For possible action)***

DOCUMENT SUBMITTED:
- PowerPoint Presentation

DISCUSSION:

Danita Cohen, Chief Experience Officer, along with representatives of B&P Advertising provided an overview of the marketing strategy for UMC.

Ms. Cohen began by providing an overview of UMC's marketing strategy. Our advertising philosophy is to use bold, attention-grabbing creativity to reach the target audience. Operating in an increasingly competitive market where our audience is inundated with advertisements nearly 24/7, UMC works tirelessly to elevate our brand within the community by providing the highest level of care in the community.

Various media platforms are used, including digital platforms, social media, television, and billboards. Key campaigns focus on multiple service lines, including primary and quick care, online care, cardiovascular, orthopedics, women's and children's, and more. Ms. Cohen highlighted the many media platforms used in the community for these services. Slides and videos highlighting advertising campaigns for each of the service lines were reviewed and discussed.

B&P works collaboratively with our internal team to produce larger campaigns and to identify the purpose and meaning behind each campaign. B&P ensures that ads are properly targeted and are scheduled to maximize impact in the community.

UMC's Experience Team manages hundreds of creative projects each year, including all internal campaigns, event materials, service line brochures, patient handouts, web pages and many other materials. Savings are achieved by utilizing an in-house team of public relations experts, eliminating the need for a separate PR retainer.

A discussion ensued regarding branding, social media strategies, and audience tracking. The Committee was very pleased with the advertising campaigns presented.

FINAL ACTION TAKEN:

None taken.

ITEM NO. 5 Review the preliminary Enterprise Strategic Plan; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- Service Line Update

DISCUSSION:

Tony Marinello, Chief Operating Officer, began the discussion with a high-level overview of the strategic plan.

University Medical Center is dedicated to elevating the level of care for the community through the highest caliber of quality of care within a premier Academic Health Center, advancing clinical excellence, education, and innovation to address the changing needs of Southern Nevada, all sustained by disciplined fiscal stewardship. Through an integrated healthcare delivery system, we provide an unrivaled patient experience that sets us apart from every healthcare system in Southern Nevada. The mission, vision, and values were reviewed.

Member Franklin suggested that the mission, vision, and values be visible for patients to review as a reminder of what UMC offers the community.

Mr. Marinello continued by highlighting UMC's medical services, achievements, and certifications. UMC's footprint across the valley was also discussed.

The integrated strategic model will focus on a performance-driven approach, with the goal of improving access, driving growth, and enhancing high-impact service lines. This will reinforce UMC's role as Clark County's essential safety-net provider and leading academic health center. The key strategic initiatives were reviewed.

Jennifer Wakem, Chief Financial Officer, reviewed the use and framework of the Strata/SG2 Service Line. UMC has implemented Strata Decision Support, which will leverage the SG-2 service line methodology to align clinical, operational and financial performance through the service line. Ms. Wakem explained SG-2 enables integrated inpatient and outpatient service line reporting, improving transparency and comparability across the enterprise, and like facilities, performance management, growth strategy, and resource allocation. Each service line will have defined strategic initiatives tied to growth, access, quality, and financial performance, creating a clear link between operations and financial outcomes.

The Magnificent Seven, top-performing service lines, were introduced based on data received from Strata. These include General Surgery, Orthopedics, Neuroscience, Infectious Disease, General Medicine, Cardiology, and Burns and Wound Care. UMC will prioritize reporting and strategic execution for these seven service lines, as they are key drivers of contribution margin, market share growth, and clinical excellence. A discussion ensued regarding the steps in gathering the appropriate data based on statistics received through Strata.

Christopher Jones, Executive Director of Support Services, provided an overview of performance signals, financial data, and operational performance data for each service line. Actionable updates and measurable expected outcomes were reviewed for each service line, along with strategic growth opportunities. Chair Palenik noted that this format will help establish goals moving forward.

The discussion continued with a review of UMC's revenue enhancement strategy, with supplemental payments, the revenue cycle, payor strategy, and expected outcomes.

FINAL ACTION TAKEN:

None taken.

ITEM NO. 6 Review and discuss the proposed FY27 Operational Performance Goals; and direct staff accordingly. ***(For possible action)***

DOCUMENT SUBMITTED:
-PowerPoint Presentation

DISCUSSION:

The following goals were reviewed for FY27.

GOAL 1: FINANCIAL SUSTAINABILITY & SERVICE LINE PERFORMANCE (25%)
• Operating Income meets or exceeds the approved FY2027 budget
• Contribution Margin growth exceeds FY2026 baseline
• Market Share improves over FY2026 baseline
• Case/Volume growth exceeds FY2026 baseline
• Fixed Expense growth remains below revenue growth

•GOAL 2: ACCESS, THROUGHPUT & CAPACITY OPTIMIZATION (25%)

• Length of Stay improves versus FY2026 baseline
• ED Throughput improves versus FY2026 baseline
• Primary Care access improves versus FY2026 baseline
• Quick Care access improves versus FY2026 baseline
• Telemedicine completion rate improves versus FY2026 baseline
• Transfer acceptance rate improves versus FY2026 baseline

GOAL 3: LAUNCH AI PLATFORM TRIAL IN ORTHOPEDIC CLINIC (25%)

•Ambient Listening – voice recognition
•Call Center
•Referrals
•Upon successful implementation, we will expand throughout the enterprise-Next step: Quick Care/PC

•GOAL 4: STRATEGIC GROWTH, ACADEMIC MISSION & INFRASTRUCTURE (25%)

•ED Residency Program implementation milestones achieved within year 1
•Orthopedic Residency Program implementation milestones achieved year 1
•Inpatient Rehabilitation project milestones projected to be completed Q1 Calendar year 202
•Parking Garage project milestones achieved, projected to be completed 11/2027
•Facility modernization milestones achieved Tower Project to be completed April 2028.
•Continue to focus on Master plan tower replacement

There was a discussion regarding how the goals would be weighed individually. The team will review the goals and bring them back to the Committee in August for final review.

A brief discussion ensued regarding holding a special meeting in August to finalize the FY26 goals.

FINAL ACTION TAKEN:

None taken.

ITEM NO. 7 Discuss Strategic Planning Committee priorities for CY2026; and direct staff accordingly. *(For possible action)*

DISCUSSION:

Chair Palenik briefly reviewed the six priority items for the committee, which are all on track.

FINAL ACTION TAKEN:
No action taken

SECTION 3: EMERGING ISSUES

ITEM NO. 8 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 TAKEN:

No action taken

COMMENTS BY THE GENERAL PUBLIC:

Comments from the general public were called for. No such comments were heard.

There being no further business to come before the committee this time, at the hour of 12:29 p.m.

APPROVED: August 27, 2026

MINUTES PREPARED BY: Stephanie Ceccarelli, Board Secretary