University Medical Center of Southern Nevada
Governing Board
March 23, 2016

UMC Emerald Room
901 Rancho Lane, Suite 180
Las Vegas, Clark County, Nevada
Wednesday March 16, 2016
2:00 p.m.

The University Medical Center Governing Board met in regular session, at the regular place of meeting in the Emerald Room, 901 Rancho Lane, Suite 180, Las Vegas, Clark County, Nevada, on Wednesday, March 23, 2016, at the hour of 2:00 p.m. The meeting was called to order at the hour of 2:08 p.m. by Chair John O'Reilly and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
John O'Reilly, Chair
Eileen Raney, Vice Chair
Renee Franklin
Donald Mackay, M.D.
Harry Hagerty
Michael Saltman
Laura Lopez-Hobbs
Jeff Ellis

Absent:
John White (excused)

Ex-Officio Members:

Present:
Thomas Schwenk, M.D., Dean, University of Nevada School of Medicine
Barbara Atkinson, M.D, Planning Dean, UNLV School of Medicine
Dale Carrison, D.O., Chief of Staff

Absent:
None

Also Present:
Susan Pitz, General Counsel
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

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.

Speaker(s): None

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board on February 24, 2016. *(Available at* University *Medical Center, Administrative Office) (For possible action)*

Chair O'Reilly made the suggestion to change Mr. Mackay to either Dr. Mackay or Member Mackay for consistency.

FINAL ACTION: A motion was made by Member Saltman that the minutes be approved as recommended with the noted change to be made. Motion carried by unanimous vote.

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

FINAL ACTION: A motion was made by Member Lopez-Hobbs that the agenda be approved as presented. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a report from the Human Resources and Executive Compensation Committee; and take any action deemed appropriate. *(For possible action)*

DOCUMENT(S) SUBMITTED**:** None submitted

DISCUSSION: Laura Lopez-Hobbs, Chair of the Human Resources and Executive Compensation Committee gave a brief overview of what was discussed at their last meeting on March 15, 2016.

A report was presented on FMLA and absence tracking. A consultant was hired to audit the way FMLA is administered and it was confirmed UMC's practices are appropriate and consistent with the law. Their recommendation is to replace the current manual system with a third party system which will integrate with our current HR payroll system. Also hire a third party administrator to manage the approval, management and appeal process for FMLA.

Management also updated the committee on the new Success Factors Learning Management system; training will be in in April and May of this year.

The revised Exit Survey was presented and discussed, as well as an update on the progress of the employee compensation statement.

Deb Fox, CNO gave the committee her review on the challenges and opportunities UMC is currently facing with the nursing staff. She also explained her goal of moving the nursing department toward Pathway to Excellence and magnet status. The committee asked Ms. Fox to come to the Board and make a similar presentation in either June or July.

Member Raney asked if the County has FMLA and Ms. Lopez-Hobbs said that everyone has it but she cannot speak for how the County manages the process of tracking FMLA.

FINAL ACTION: No action taken.

ITEM NO. 5 **Receive a report from the Audit and Finance Committee; and take any action deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED**:** None

DISCUSSION: Member Raney, Chair of the Audit and Finance Committee gave a brief overview of what was discussed at their last meeting on March 16, 2016.

She asked staff to come up with a contract process checklist and also asked for more details on the kind of vetting we do with private companies, specifically in situations where UMC can be held liable.

A presentation was given on the budget, in the preliminary stage. The budget will be brought to this Board during the April meeting. The County will keep the subsidiary the same at $31 million. The Capital budget will also be reviewed at the Audit and Finance meeting in April.

A second, special Audit and Finance meeting will be held in April to discuss the Epic contract.

In May the committee will have a full recap of the first year's performance of robotics.

FINAL ACTION: No action taken

ITEM NO. 6 **Receive the monthly financial report for January 2016; and direct staff accordingly.** ***(For possible action)***

DOCUMENT(S) SUBMITTED**:** January 2016 PowerPoint

DISCUSSION: Chief Financial Officer, Stephanie Merrill gave a review of the financials for January FY 2016.

-Seven Consecutive months with positive net operating income
-Continued volume and payor mix improvements have helped to contribute to the favorable variance over budget
-Occupancy remains high at 90%
-Net patient AR is improving
-Net position is improving
-Payor mix is similar to prior months
-Operating costs are slightly under budget
-Purchase services is over budget for month of January
-Outpatient surgery is above both prior years

Dr. Carrison noted that the reason the Emergency Department volume is down is due to the hospital being full.

Mr. Houser said that 2 West will be kept open for a bit longer due to need.

Member Hagerty asked how we can manage the mix of business we have so we can maximize per room revenue.

Mr. Houser replied that we are working on discharging patients earlier than is currently being done. We are not discharging the majority of patients at night and we need to make sure it's being done as early as possible in the day.

FINAL ACTION: None taken.

ITEM NO. 7 Receive an update on the Electronic Health Record (EHR) System Replacement; and direct staff accordingly. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:** None submitted

DISCUSSION: Brian Rosenberg, consultant, presented an update on the EHR system.

Staffing
-65 team members needed
-52 full time
-5 Physician Champions
-29 positions needing to be backfilled

This is a hospital-wide initiative, every department will need to participate, as this is not an IT only project.

Project team space is being prepared in the 2040 building so the team can start in May.

A team workbook is currently being created which will include such things as instructions and tips in preparation of traveling to Madison, WI for training.

Training will consist of two to four weeks in Wisconsin at Epic headquarters for each role. There will be hands-on exercises as well as proctored tests. The first few months is heavily focused on team training and classes will be completed by the end of July.

Mr. Rosenberg reiterated the need to make traveling for staff as easy as possible while they are training. They have already arranged for discounted hotel rates in Wisconsin and transportation to and from the airport and the Epic Campus.

Project Timeline
-May 2016 Signed Contract
-May 2016-July 2016 Project Team Training
-May 2017 Ambulatory Go-Live Support
-August 2017 Inpatient and Rev Cycle Go-Live Support

Mr. Rosenberg explained that in April, in conjunction with Epic, there will be Town Hall meetings for all staff which will include the following:
-Project Updates
-Ask questions
-Raise concerns

The first Town Hall will be April 5-6 and will include a presentation and demonstration.

Member Lopez-Hobbs inquired as to what will happen to the 29 employees to help backfill part of the 65 positions that this project will need.

The 29 individuals being hired will be limited time employees.

Member Hagerty asked what Mr. Rosenberg would say is the biggest concern or uncertainty right now and Mr. Rosenberg replied that currently, he is not concerned about anything major. There are backup plans in place for situations that may arise.

FINAL ACTION: No action taken.

ITEM NO. 8 **Receive an update on the University of Nevada School of Medicine; and direct staff accordingly.** ***(For possible action)***

DOCUMENT(S) SUBMITTED**:** None

DISCUSSION: Dean Schwenk updated the Board on the recent residency match.

The residency programs at UMC are all filled competitively except for two spots in the rural family medicine track. These are always hard to fill as there is not much interest in training and practicing in rural areas.

On the Medical School side the School of Medicine had their usual outstanding match. They increased the number of students staying in state after completing their residency.

Chair O'Reilly asked if there was any way they can rotate people in and out of the rural environment so it becomes more attractive and Dean Schwenk replied that this goes against the fundamental premise of imbedding residents. This issue is a national problem and Dean Atkinson agreed.

A question was asked regarding the process of dealing with these matches, in the course of transition from UNSOM to UNLV.

Dean Schwenk replied that the transition is a simple one. UNLV School of Medicine is seeking its accreditation as an institutional sponsor for the residency program which is being managed by Dr. Miriam Bar-On. Once that is achieved, UNLV will apply to become the sponsor of all UMC residency's effective July 1, 2017 when the transition takes place.

FINAL ACTION: None taken.

ITEM NO. 9 Receive an update on the University of Nevada Las Vegas School of Medicine; and direct staff accordingly. ***(For possible action)***

DOCUMENT(S) SUBMITTED**:** None Submitted

DISCUSSION: Barbara Atkinson, Dean of UNLV gave an overview of recent activity.

The Board of Regents approved their practice plan structure so they are moving ahead. The biggest issue is the agreement between UNLV, NSHE and the UMC Board and the County Commission for the land transfer of 9.5 acres. The agreement is complete but it's up to the lawyers to finalize it now.

The Land Use and Program Agreement will go to the Audit and Finance committee then to the Board. Dean Atkinson is also looking to lease some space in the 2040 building; three floors to be exact. They are up to 29 faculty and staff and they will be recruiting 40 more.

The Orthopedic Surgery Department is expanding and the school is looking to recruit four more surgeons which will give them six total. The UNLV School of medicine would also like to sublease a piece of the EMR for outpatient activities.

An autism clinic will be opening in partnership with the Granted Gift Foundation and will be located on Rancho Drive and should be opening sometime in April.

Member Mackay said that 4 of the top 5 matched which is great news. The resident's grade residency programs and the Chairman of the department does the same with candidates he interviews and 4 of the top 5 matched, which was great.

FINAL ACTION: None taken.

ITEM NO. 10 Receive an update from the Hospital COO; and direct staff accordingly. *(For possible action)*

DOCUMENT(S) SUBMITTED**:** None

DISCUSSION: Kurt Houser, Chief Operating Officer provided the following operational updates.

- CEO Town Hall events held in March - Quarterly meetings held on all shifts
  There has been great attendance, questions and answers. These have also been recorded for those who are not able to attend.

- Patient Safety Week - Focused on hand hygiene, and top 2016 initiatives
  Our patient and safety team rounded throughout the hospital.

- Winner of the Silver Syringe Award from Healthy People 2020 - Specifically for employee flu vaccination rate of 91.5%
  The Silver Syringe is the top award, there is no gold.

- Commission on Cancer Survey by The American College of Surgeons - Results expected to show positive survey (Feb 25th visit)

- Unannounced food inspection survey - Scored 100, 100, and 98 – “A” grade
  We received a 98 due to a paper towel dispenser being empty.

- VIP visit by WBO Welterweight Champion Jessie Vargas
  (March 26 visit)

- VIP visit by Dr. Brian Butler, Radiation Oncology expert, from Houston Methodist
  (March 24 visit and tour)

- Dedication of Hope Place on March 30th at 10:00 a.m. - City of Las Vegas has officially renamed Rose Street “Hope Place”
  The Board is invited to this dedication and Mr. Houser and Mr. VanHouweling hope to see everyone there.

- Doctor’s Day Awards on March 30th at 10:45 a.m. in Doctor’s Lounge- Awards presented for “Best ED physician, Best CHNV physician, Best Smile, Best Sense of Humor”

- American Heart Association Heart Ball at The Four Seasons, April 23rd

FINAL ACTION: None taken.

SECTION 3: CONSENT ITEMS

All matters of this section were considered to be routine and were acted upon in one motion except for Item No. 16 which Chair O'Reilly would like set aside for further questions.

ITEM NO. 11 **Approve the capitated Primary Care Agreement and its first Amendment with OptumCare IPA ("OptumCare"); and take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Amendment One
-Disclosure of Ownership
-Disclosure of Relationship

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 12 **Approve the Barostim neo Clinical Trial Agreement between CVRx, Inc., HCP Clinical Research, LLC, University Medical Center of Southern Nevada (UMCSN), Cardiovascular Surgery of Southern Nevada, and Dr. Dhiraj Narula; and the accompanying Facility Fee Payment Agreement between UMCSN and CVRx, Inc.; and take action as deemed appropriate.** ***(For possible action)***

DOCUMENT(S) SUBMITTED**:**
- Clinical Trial Agreement
-Facility Fee Payment Agreement

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 13 **Approve the Provider Agreement between the Board of Regents of the Nevada System of Higher Education on behalf of the College of Southern Nevada and University Medical Center of Southern Nevada for dental care services to Ryan White participants; and take action as deemed appropriate.** ***(For possible action)***

DOCUMENT SUBMITTED:
-Provider Agreement

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 14 **Approve the Clinical Affiliation Agreement for Dietetic Internship Program between Iowa State University of Science and Technology and University Medical Center of Southern Nevada; and take action as deemed appropriate.** ***(For possible action)***

DOCUMENT SUBMITTED:
-Agreement

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

ITEM NO. 15 **Approve the Amendment One to the Agreement with EV&A Architects for Architect/Engineering Services for the UMC 2040 Building; and take action as deemed appropriate.** ***(For possible action)***

DOCUMENT SUBMITTED:
-Amendment One to Agreement
-Original Agreement dated January 29, 2016

FINAL ACTION: A motion was made by Member Hagerty to approve as recommended. Motion carried by unanimous vote.

END OF CONSENT AGENDA

ITEM NO. 16 **Approve the Medical Student Affiliation Agreement between the Board of Regents of the Nevada System of Higher Education, on behalf of the University of Nevada, Las Vegas School of Medicine (UNLV) and University Medical Center of Southern Nevada (UMC); and take action as deemed appropriate.** ***(For possible action)***

DOCUMENTS SUBMITTED:
-Medical Student Affiliation Agreement

DISCUSSION: Chair O'Reilly asked the Dean Schwenk and Dean Atkinson about the signatories on the contract.

Dean Atkinson replied that we have to have two separate affiliation agreements; one for accreditation for University Nevada School of Medicine and one for UNLV School of Medicine. UNLV won't have students in the hospital until FY 2018-19. There will always be two kinds of students at UMC so two agreements are needed.

General Counsel Pitz reiterated that this is standard contract language.

FINAL ACTION: A motion was made by Member Saltman to approve as recommended. Motion carried by unanimous vote.

SECTION 4: EMERGING ISSUES

ITEM NO. 17 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

Member Raney commented that Clark County was looking to have the cap raised on property taxes. She said it was an opportunity for UMC to get a way of funding necessary capital improvements. She suggested speaking with Don Burnett.

Mr. Houser commented that the master plan that has been asked for will need capital to execute it.

Mr. Hagerty asked about the deed to the land and why the Board has any involvement.

Counsel Pitz replied that we do not own the land, the County owns it but the County wanted to work closely with UMC.

Chair O'Reilly asked the rest of the Board members to look at the meeting schedule and to let Susan or Mason know what meeting they would like to have cancelled. July is the month of the meeting that Chair O'Reilly is thinking about cancelling and is consistent with what was done last year.

COMMENTS BY THE GENERAL PUBLIC:

A period devoted to comments by the general public about matters relevant to the Board's jurisdiction will be held. No action may be taken on a matter not listed on the posted agenda. Comments will be limited to three minutes. Please step up to the speaker's podium, clearly state your name and address and please ***spell*** your last name for the record.

All comments by speakers should be relevant to the Board's action and jurisdiction.

There being no further business to come before the Board at this time, at the hour of 3:25 p.m. Chairman O'Reilly adjourned the meeting.

Minutes Prepared by: Terra Lovelin

APPROVED: April 20, 2016