

Minutes are intended to note (a) the date, time and place of the meeting; (b) those members of the public body who were present and those who were absent; and (c) the substance of all matters proposed, discussed and/or action was taken on. Minutes are not intended to be a verbatim report of a meeting. An audiotape recording of the meeting is available for inspection by any member of the public interested in a verbatim report of the meeting. These minutes are not final until approved by the Board of Regents at the March 2016 meeting.

**BOARD OF REGENTS\* and its  
HEALTH SCIENCES SYSTEM COMMITTEE  
NEVADA SYSTEM OF HIGHER EDUCATION**

Student Union, Ballrooms B & C  
University of Nevada, Las Vegas  
4505 S. Maryland Parkway, Las Vegas  
Friday, December 4, 2015

Video or Telephone Conference Connection from the Meeting Site to:  
System Administration, Reno  
2601 Enterprise Road  
and  
Great Basin College, Elko  
1500 College Parkway, Berg Hall Conference Room

Members Present: Mr. James Dean Leavitt, Chair  
Dr. Mark W. Doubrava, Vice Chair  
Dr. Jason Geddes  
Mr. Kevin C. Melcher  
Mr. Kevin J. Page  
Ms. Allison Stephens

Other Regents Present: Mr. Michael B. Wixom

Others Present: Mr. Daniel J. Klaich, Chancellor  
Ms. Brooke Nielsen, Vice Chancellor for Legal Affairs  
Dr. Marcia Turner, Vice Chancellor, Health Sciences System  
Mr. Vic Redding, Vice Chancellor, Business and Finance  
Mr. Frank Woodbeck, Executive Director,  
Nevada College Collaborative  
Mr. Dean J. Gould, Chief of Staff and Special Counsel  
to the Board of Regents  
Ms. Lee Quick, NSHE  
Dr. Len Jessup, President, UNLV  
Dr. Marc A. Johnson, President, UNR  
Dr. Barbara Atkinson, UNLV School of Medicine  
Dr. Thomas L. Schwenk, UNSOM-UNR  
Ms. Betsy Fretwell, City of Las Vegas  
Councilwoman Lois Tarkanian, City of Las Vegas

Faculty senate chairs in attendance were Dr. Camille Naaktgeboren, CSN; Ms. Dana Trimble, DRI; and Mr. Eric March, System Administration. Student body president in attendance was Ms. Surbhi Sharma, GPSA, UNLV.

*For others present, please see the attendance roster on file in the Board office.*

Chair James Dean Leavitt called the meeting to order at 8:00 a.m. with all members present except Regent Page.

1. Public Comment – None.
2. Approved-Minutes – The Committee recommended approval of the minutes from the September 11, 2015, meeting (*Ref. HSS-2 on file in the Board office*).

Regent Geddes moved approval of the minutes from the September 11, 2015, meeting. Regent Stephens seconded. Motion carried. Regent Page was absent.

3. Information Only-Chair's Report – Chair Leavitt provided general remarks and updated the Committee members regarding health sciences planning and development efforts.

Chair Leavitt congratulated Dr. Barbara Atkinson from the UNLV School of Medicine being named Founding Dean. He also noted the accreditation documents were submitted to the Liaison Committee on Medical Education (LCME) for the UNLV School of Medicine.

4. Information Only-City of Las Vegas Medical District Planning Activities – Ms. Betsy Fretwell, Las Vegas City Manager, provided an update on the City's Las Vegas Medical District (LVMD) planning activities (*Ref. HSS-4 on file in the Board office*).

Ms. Fretwell gave an updated presentation on the City's Medical District. She began with the history of the LVMD dating back to 1997. Ms. Fretwell named many partners located in the LVMD, discussed the integration of Project Neon, a 3.7-mile overhaul of the state's busiest freeway interchange along the new I-15 corridor into the LVMD, and the partnership with the Regional Transportation Commission (RTC).

Ms. Fretwell stated the LVMD mission is "By 2030, the Las Vegas Medical District will be the clinical care, research, wellness, education and training center of Southern Nevada and the premier academic medical district in the southwestern United States." The LVMD's assets are: four hospitals within a five minute walk of each other; the accredited chest pain and stroke center; Level I trauma center; Level II pediatric trauma center, burn center, transplant center; and the center for brain health. Educational opportunities in the LVMD are: two teaching hospitals; 18 medical education classrooms, 20 demonstration rooms; 10,000 square feet of wet lab and research space; and a host of teaching and fellowship disciplines.

Ms. Fretwell went on to give information on the LVMD progress with planning and development, infrastructure, marketing, branding, partnerships, redevelopment, investments, the Master Plan concept, the economic impact, and the immediate future for the LVMD.

Regent Page entered the meeting.

4. Information Only-City of Las Vegas Medical District Planning Activities – *(continued)*

Regent Geddes asked about the timing for the light rail build-out. Ms. Fretwell said the City is in a huge planning effort with the RTC. The first line the RTC focused on is the Maryland Parkway line. The City, simultaneously with the RTC, is to do the preliminary environmental work necessary to fully scope out how to extend the line along Charleston Boulevard, both east and west, and Rancho Drive. She indicated it would probably take six to seven years to get through the environmental approvals, and then the construction build-out would take quite a while. The City wants to be first in line when the money is available by having the plans ready for building. Ms. Fretwell estimated the build-out might take place by 2025.

Chancellor Klaich stated the City has, without reservation, thrown its weight behind supporting the plans for expansion of public medical education. He said without the support of the City of Las Vegas, Councilwoman Tarkanian and Ms. Fretwell, NSHE medical would not be where it is today. Vice Chair Doubrava agreed with the Chancellor and especially thanked Ms. Fretwell and Councilwoman Tarkanian.

5. Information Only-UNSOM and University of Nevada, Las Vegas School of Medicine Practice Plans – Dr. Thomas L. Schwenk, Dean, UNSOM, and Vice President, Division of Health Sciences, UNR, and Dr. Barbara Atkinson, Founding Dean of the UNLV School of Medicine, provided an update on the current practice plan operations, the status of the proposed resolution of financial challenges, an overview of practice plan development and transition planning efforts *(Ref. HSS-5 on file in the Board office)*.

UNR President Marc A. Johnson explained that Chancellor Klaich requested that both he and UNLV President Len Jessup take on the issue of planning for a smooth transition from the southern portions of UNSOM to the UNLV medical school at some date. Subsequently, the presidents, two medical deans, two vice presidents for business and finance, and two provosts had excellent scoping sessions and outlined some key issues for decision before moving to a smooth transition. President Johnson noted decisions have to be made soon in order to give people notification – a year of implementation would be needed in order to make personnel moves and other decisions. He said many of the decisions must be made before July 1, 2016, for implementation on July 1, 2017. The real key is to protect the security of patients, students, employees, and so forth, so there will not be chaos in the transition. President Jessup noted there is a true spirit of collaboration with everyone having Nevada's interest in mind. Dean Schwenk added there will be a unified front, a united message, a clear message in all regards, as the plan is communicated to patients, staff, students and others.

*(Dean Schwenk suggested he report on Agenda Items #5 and #6 together.)*

5. Information Only-UNSOM and University of Nevada, Las Vegas School of Medicine Practice Plans – *(continued)*
6. Information Only-Coordinated Public Medical Education Expansions Efforts and Related Transition Planning (Agenda Item #8) – Dean Schwenk and Dean Atkinson provided an update on their efforts to manage and coordinate expansion of public medical education and related transition planning, including an overview of projected timeframes for reaching key program development milestones (*Ref. HSS-8 on file in the Board office*).

Dean Schwenk said financial performance of the UNSOM practice plan operations was weak the first quarter of the fiscal year and there has been a flurry of activity to look closely at electronic medical record documentation, billing and coding issues, performance of the billing staff, charge capture and so forth. He has the preliminary financials for the first month of the fiscal year's second quarter which show a small, positive margin in the south.

Dean Schwenk stated a consultant provided a detailed report on operations and reimbursement issues regarding Mojave Mental Health, the state and Medicaid mental health reimbursements.

Dean Schwenk said he appreciated PricewaterhouseCoopers (PwC) becoming involved with the electronic medical records that linked with the UNSOM vendor GE Centricity, who also provided input. Consequently, he thought there would be important changes improving the performance of the electronic medical records which should lead to improved financial performance.

Dean Schwenk reported there are recruitment activities for physician faculty members which reduce revenue when expenses are fixed. He stated an intense southern recruitment activity is taking place, especially in ob/gyn, pediatrics and surgery.

Dean Schwenk said all efforts in the north are involved with clinical integration with Renown Health: pediatrics, internal medicine, integration of management services, and integration of pathology.

Dean Schwenk said there are a number of questions regarding action plan items relating to the electronic medical records, such as what happens in transition for UNSOM with Renown Health and Epic System software and what may happen at UNLV with UMC and Epic System software. He indicated there have been discussions of personnel with accrued leave issues and detailed analysis will be required of who is transferring and who is not. He believed joint appointments were a critical issue for UNLV with regard to showing a very clear joint appointment of all physician faculty members and for adjunct or non-paid appointments. The harder step will be the complexities of having a faculty member jointly funded by both UNSOM and UNLV when UNLV needs to fund some teaching time as its medical school starts. The evaluation of hard assets will have to be worked through in terms of equipment and pharmaceutical products.

5. Information Only-UNSOM and University of Nevada, Las Vegas School of Medicine Practice Plans – *(continued)*
6. Information Only-Coordinated Public Medical Education Expansions Efforts and Related Transition Planning (Agenda Item #8) – *(continued)*

Dean Atkinson agreed with the process, message and transition date of July 1, 2017 from the transition group. She believed of utmost importance was stabilizing the faculty because they are charged with keeping the residency and student programs, patient activity, and revenue ongoing. She is concerned because there are higher salaries being offered around the city and country.

Dean Atkinson reported PwC has been hired to help design the practice plan. The stipulations were the plan had to have good governance and salary structures. She said the Regents will be asked for approval of the practice plan, which is the legal vehicle that holds the money – it is not the practice itself – it is the revenue physicians earn while seeing patients and teaching students and residents.

Chancellor Klaich indicated that the transition issue will be challenging. He continued on to say that the collective work of the transition group is going to be critical if it is going to be successful.

Regent Page entered the meeting.

Vice Chair Doubrava said it was fair to say both practice plans in the near future will have more of a productivity based component to position salary than it has in years past – which is necessary. Hopefully it is one component of the new practice plans to help address the deficit seen over the years. Dean Atkinson said the practice plan has a two-phase incentive component built in and a decrease if there is lack of productivity.

Dean Atkinson reported there are problems with the electronic medical record as it was set up in the south. She was told GE Centricity can be fixed to do the billing and coding, but over the longer run, sometime after July 1, 2017, both schools will probably want to switch to the Epic Systems software because it will be the product used by the hospital partners.

Regent Page asked the approximate cost of the Epic Systems software. Dean Atkinson was unsure but felt it would be a reasonable rate because of partner affiliations. Regent Page wondered about the GE Centricity software problems. Dean Schwenk said the decision to move away from GE Centricity is timing, but the investment was not wasted because there had to be a transition to something and it was the best available product. The medical school was behind in terms of transition to electronic records, both for training purposes for students and residents as well as many quality initiatives that could not be pursued with paper records. At the time the decision was made there were no options with Renown or UMC, and Epic Systems would not consider the school because it was too small.

5. Information Only-UNSOM and University of Nevada, Las Vegas School of Medicine Practice Plans – *(continued)*
6. Information Only-Coordinated Public Medical Education Expansions Efforts and Related Transition Planning (Agenda Item #8) – *(continued)*

Regent Stephens asked if resources were utilized within the NSHE System. Dean Atkinson explained the electronic medical records are very specific, but will work with the System when it comes to negotiating contracts. Regent Stephens asked if changes and investments are made to fit partners, and would it put limitations on effectively collaborating with other partners. Dean Atkinson felt for now it is not an issue nor will it limit the school in the long run. Dean Schwenk believed as the medical care world develops the electronic medical record, it becomes the mortar that solidifies partnerships and collaborations. He said when a school has a major partnership it is impossible not to be linked by the electronic medical record because it is the way care is delivered and collaboration takes place. He noted it could cause limitations with other partnerships but goes back to an increasing ability to have interfaces which would allow some interoperability.

Regent Page assumed preventing breach of records and medical data is part of the transition group's discussion. Dean Schwenk stated cyber security is paramount in all discussions.

Vice Chair Doubrava asked if current products or future products work with the Veteran's Administration (VA) computer system. Dean Atkinson said the VA has its own system and it is the best.

7. Information Only-University of Nevada, Las Vegas School of Medicine Activities (Agenda Item #6) – Dean Atkinson provided an update on UNLV School of Medicine activities and initiatives *(Ref. HSS-6 on file in the Board office)*.

Dean Atkinson presented a PowerPoint to the Committee highlighting the vision of the school, scholarship donors, transition plan, Shadow Lane Campus, budget related activities, ongoing activities with PwC, the practice plan and teaching practices.

8. Deferred-University of Nevada School of Medicine (UNSOM) Activities (Agenda Item #7) – In the interest of time Dean Schwenk will provide an update on UNSOM activities and initiatives at the March 2016 meeting.
9. Information Only-NSHE Health Sciences Programs and Activities for Nevada's Rural Areas – Dr. Evan Klass, Associate Dean for Statewide Initiatives, UNSOM, provided an overview of NSHE's various health sciences programs and activities in Nevada's rural areas *(Ref. HSS-9 on file in the Board office)*.

Dr. Klass provided an overview of Project ECHO, a telehealth program for Nevada's rural communities. He highlighted the Statewide Initiatives' projects, programs and partnerships.

10. New Business – None.

11. Public Comment – None.

The meeting adjourned at 9:10 a.m.

Prepared by:

Nancy Stone  
Special Assistant & Coordinator  
to the Board of Regents

Submitted for approval by:

Dean J. Gould  
Chief of Staff and Special Counsel  
to the Board of Regents