



# Memorandum

**Date:** February 24, 2022

**To:** SOUTHERN NEVADA DISTRICT BOARD OF HEALTH

**From:** Chad Kingsley, M.D., MBA, OEMSTS Regional Trauma Coordinator *CK*  
John Hammond, OEMSTS Manager *JH*  
Michael Johnson, Ph.D., Director of Community Health *MJ*  
Fermin Leguen, M.D., MPH, District Health Officer *FL*

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**Subject:** Mike O'Callaghan Military Medical Center provisional authorization to operate as a Level III Trauma Center within the Southern Nevada Trauma System.

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## **I. BACKGROUND:**

The Mike O'Callaghan Military Medical Center (MOMMC) is a general hospital operated by the United States Government and is deemed to operate in the State of Nevada per NRS 449.0301.

MOMMC has received congressional authorization to develop and maintain community partnerships and civilian patient care as an initiative to remain ready to provide contingency medical/surgical care at a moment's notice. The Sustained Medical and Readiness Trained Program (SMART) provides clinical/combat trauma currency sustainment not available at military training facilities.

As part of its initiative, MOMMC has systematically developed and reinforced community partnerships in preparation to participate in the Southern Nevada Trauma System. This has included participation in the local healthcare system, engagement with local EMS providers, and the American College of Surgeons Committee on Trauma (ACS-COT) consultative visit.

## **II. RECOMMENDATION:**

The NV Division of Public and Behavioral Health (DPBH) has approved the initial application of MOMMC to be designated as a Center for the Treatment of Trauma. This eligibility is based on being a federally operated hospital and findings from comprehensive needs performed by the Division. The DPBH has directed that MOMMC must seek and obtain approval from the Southern Nevada Health District Board of Health to function as a Level III Trauma Center within the Southern Nevada Trauma System.

The OEMSTS has received and reviewed MOMMC's application. It finds its commitment and capacity to the treatment of trauma in good standing. As part of NRS 450B.237, OEMSTS has prepared an Impact Report to indicate the effect of adding a new Level III Trauma System to the existing trauma system. Based on these findings and DPBH's approval, OEMSTS and the Regional Trauma Advisory Board (RTAB, Oct 2021) recommends MOMMC be included in the Southern Nevada Trauma System as a Level III Trauma Center.

### **III. CONDITIONS:**

If approved, staff recommends the following conditions:

1. ACS-COT verification and subsequent renewals of verification.
2. Participation in the Southern Nevada Trauma System as designed by the Southern Nevada Trauma System Plan.

Attachments:

- A. Impact Report



# IMPACT REPORT





# IMPACT REPORT

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# IMPACT REPORT

## Southern Nevada Trauma System: Impact Report

### Introduction

The SNHD Office of Emergency Medical Services & Trauma System, as per NRS 450B.237, is providing the following impact report for the Southern Nevada District Board of Health. The report is intended to consider provisional authorization for Mike O'Callaghan Military Medical Center as a new Level III Trauma Center.

### Proposed Trauma Center

Name: Mike O'Callaghan Military Medical Center

Location: 4700 Las Vegas Blvd, 89191, Nellis Air Force Base

American College of Surgeons Committee on Trauma (ACS-COT):

- Completed consultation visit
  - Area of improvement: Increased EMS deliveries and trauma patients
- Verification to be provided to state and county when completed

Access:

- Closest Roadways: E Craig, Las Vegas Blvd, N Nellis
- Closest Freeway On-ramps: N Lamb, Tropical at Beltway, Speedway
- Air Delivery Capable: Yes

Non-Military Access:

- EMS vehicles are permitted without needing to stop at Guard Gate.
- Walk-ins are not permitted but will accommodate (e.g., send transport out)
- Family and friends are accessible.

Demographics:

- Nearest zip codes: 89115, 89165, 89156, 89081, 89086, 89087, 89030, 89110, I-15 corridor
- Approximated population: 261,000

Special Considerations:

- Federally Exempt
- Supported by the Department of Defense to increase medical training for National Defense.
- Patient insurance and payer status are not a concern.
- Previous and ongoing partnerships with community

### Proposal

ACS-COT Level: Level III

Approval by the Administrator of the Division? **Yes**

Does the proposed center meet the standard established pursuant to NRS 450B.237? **Yes**

Is the center proposal consistent with the State Board of health regulations? **Yes**

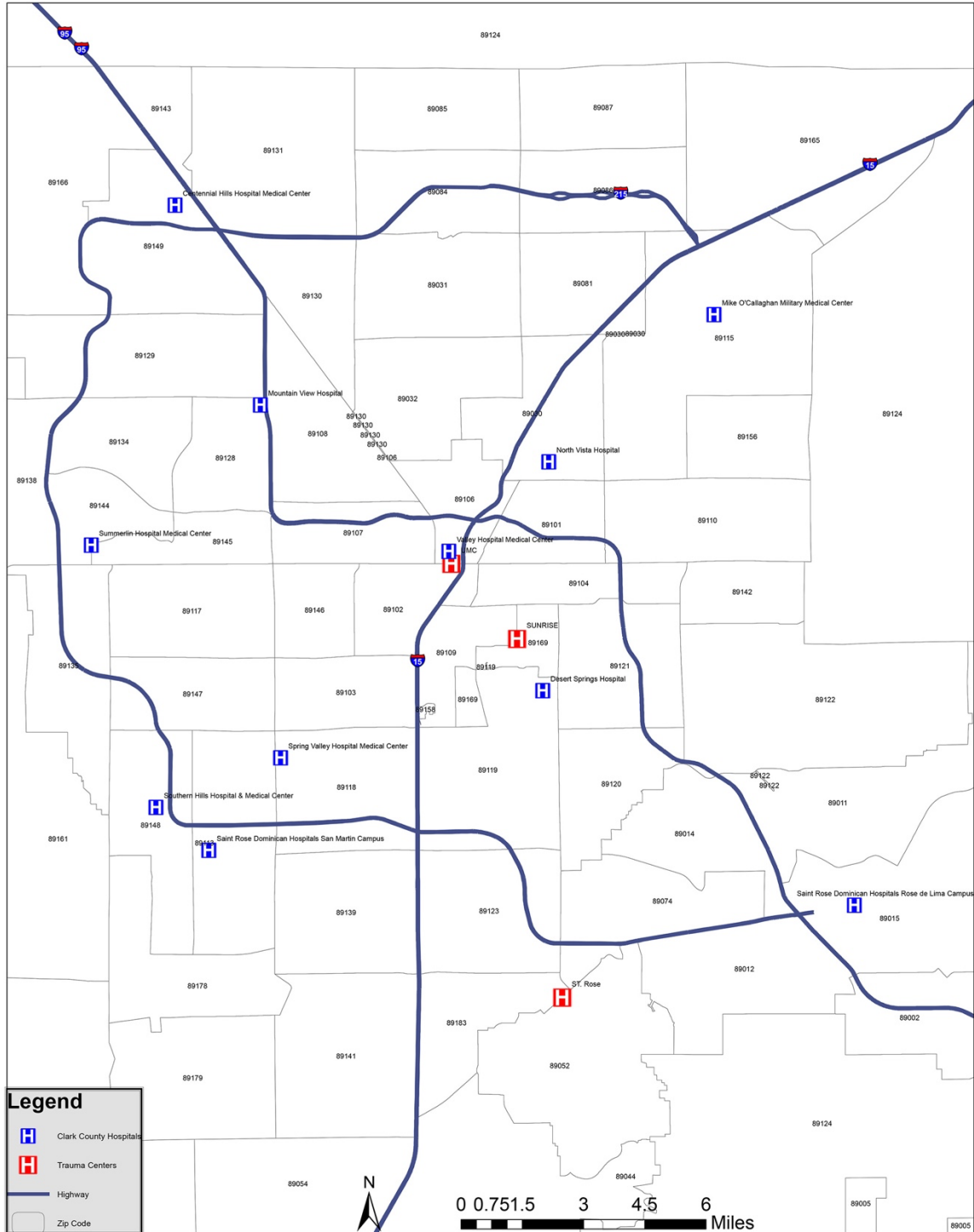
Is the center proposal consistent with the criteria recommended by the ACS-COT? **Yes**

Is the center proposal consistent with the Southern Nevada District Board of Health regulations? **Yes**



# IMPACT REPORT

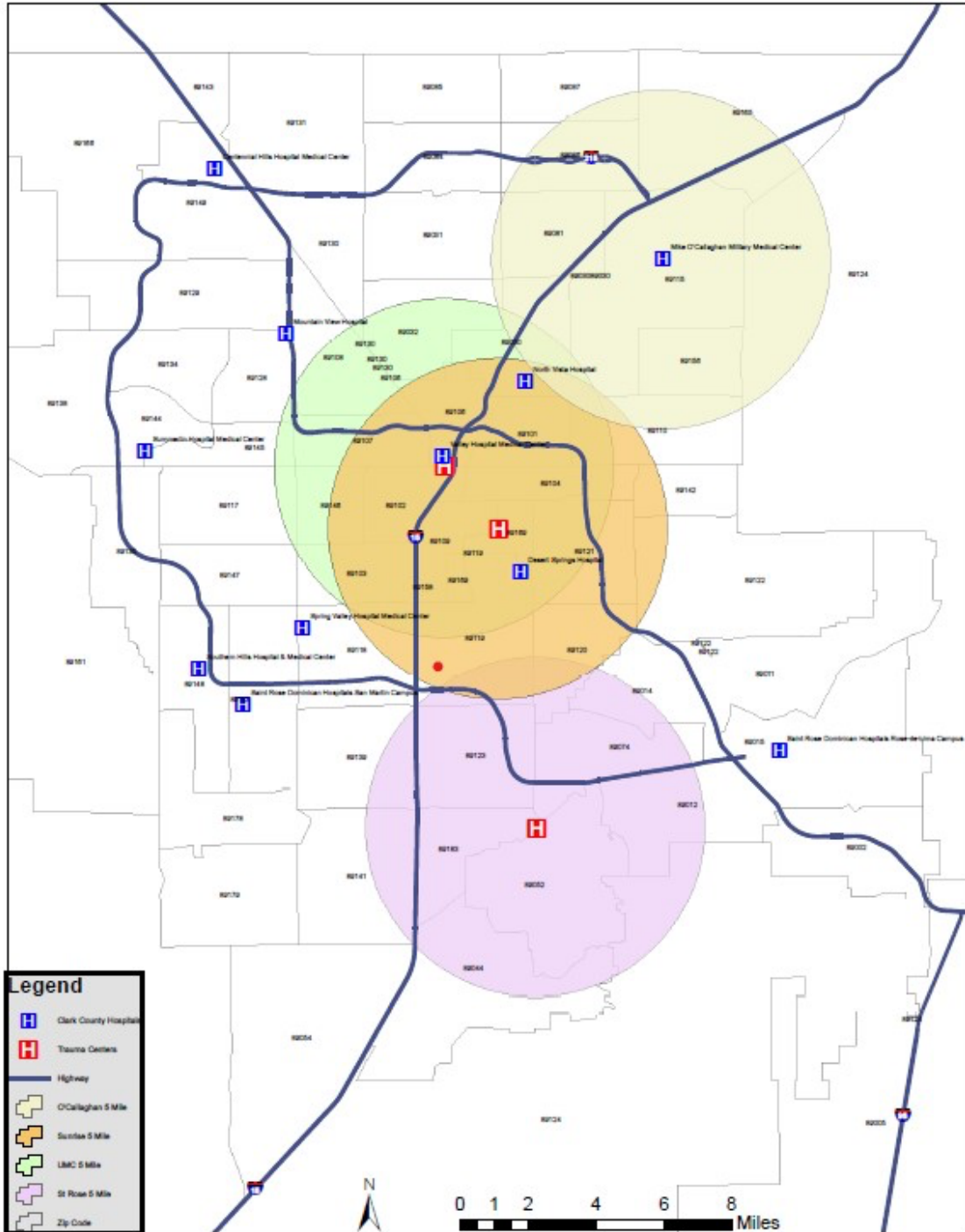
## Clark County ZIP Code Map





# IMPACT REPORT

## Trauma Centers & O'Callaghan 5-Mile Radius Map





# IMPACT REPORT

## Impact Report

Historical Lows of Patients at Trauma Centers						
Year	UMC		Sunrise		SIENA	
	Step 1 & 2	Step 3 & 4	Step 1 & 2	Step 3 & 4	Step 1 & 2	Step 3 & 4
2010	743	2693	241	554	11	529
2011	813	3306	213	549	17	564
2012	852	3105	266	525	15	459
2013	977	3565	302	522	14	468
2014	973	3751	335	547	15	354
2015	929	3758	324	677	17	404
2016	927	3909	379	943	3	609
2017	1000	7832	303	1242	17	666
2018	927	7560	310	2183	11	799
2019	1074	8371	353	2650	7	846
2020	1150	7372	492	2279	12	834

All Steps within the approximated service area for proposed Mike O'Callaghan Medical Center										
	2016	%	2017	%	2018	%	2019	%	2020	%
SIENA	0	0%	0	0%	1	0%	1	0%	0	0%
SUNRISE	12	2%	30	2%	79	5%	97	6%	114	6%
UMC	787	98%	1599	98%	1543	95%	1576	94%	1640	94%
Total	799		1629		1623		1674		1754	

Note: O'Callaghan service area includes the following zip codes: 89025, 89040, 89081, 89086, 89087, 89115, 89156, 89165, 89191, 89084, 89085, and 89031.

Approximated Area 2016 Breakdown				
	Step 1	Step 2	Step 3	Step 4
SIENA		0	0	0
SUNRISE	2	1	8	1
UMC	51	141	474	121
Total	53	142	482	122

Approximated Area 2017 Breakdown				
	Step 1	Step 2	Step 3	Step 4
SIENA		0	0	0
SUNRISE	1	2	18	9
UMC	63	118	553	865
Total	64	120	571	874



# IMPACT REPORT

Approximated Area 2018 Breakdown				
	Step 1	Step 2	Step 3	Step 4
SIENA	0	0	1	0
SUNRISE	2	6	22	48
UMC	84	131	512	816
Total	86	137	535	864

Approximated Area 2019 Breakdown				
	Step 1	Step 2	Step 3	Step 4
SIENA	0	0	1	0
SUNRISE	3	1	15	78
UMC	68	124	541	843
Total	71	125	557	921

Approximated Area 2020 Breakdown				
Other	Step 1	Step 2	Step 3	Step 4
SIENA	0	0	0	0
SUNRISE	8	4	19	82
UMC	103	150	550	837
Total	111	154	569	919

Will the proposed center decrease existing Trauma Centers volume below historical lows?

- Siena: **No**
- Sunrise: **No**
- UMC: **No**

What is the decrease in volume to each Trauma Center using 2020 estimated zip codes? (Highest)

- Estimated Decrease to Siena Step 3 & 4 based on 2020: 0.0%
- Estimated Decrease to Sunrise Step 3 & 4 based on 2020: 4.4 % (101/2279)
- Estimated Decrease to UMC Step 3 & 4 based on 2020: 19 % (1387/7372)

The proposed design for a new Trauma Center entering the existing Trauma System is for (1) to (2) Step 3 and 4 trauma patients per day.

- 1 patient/day= 365/year for 2020
  - Sunrise: 0.6% (4% or  $0.04 \times 365 = 14/2279$ )
  - UMC: 5.0% (351/7372)
- 2 patient/day= 730/year for 2020
  - Sunrise: 1.3% (4% or  $0.04 \times 730 = 29/2279$ )
  - UMC: 10% (701/7372)
- Are the numbers sustainable for the area of service? **Yes**
- Will (2) patients per day decrease existing Trauma Centers volume below historical lows? **No**



# IMPACT REPORT

Steve Sisolak  
Governor

Richard Whitley, MS  
Director



**DEPARTMENT OF  
HEALTH AND HUMAN SERVICES**  
DIVISION OF PUBLIC AND BEHAVIORAL HEALTH  
*Helping people. It's who we are and what we do.*



Lisa Sherych  
Administrator

Ihsan Azzam,  
Ph.D., M.D.  
Chief Medical Officer

August 18, 2021

John Hammond  
EMS and Trauma System Manager  
Southern Nevada Health District  
280 S. Decatur Blvd.  
Las Vegas, Nevada 89107

RE: Approval of Mike O'Callaghan Military Medical Center as a Center for the Treatment of Trauma

Dear Mr. Hammond:

The Southern Nevada Health District has provided the Nevada Department of Health and Human Services, Division of Public and Behavioral Health ("Division") with a copy of the Application for the Initial Authorization as a Center for the Treatment of Trauma from the Mike O'Callaghan Military Medical Center (MOMMC), requesting initial approval to be designated as Level III Trauma Center. Upon review of the Application, and in light of a comprehensive needs assessment performed for Clark County, Nevada, the Division of Public and Behavior Health approves the initial application by MOMMC.

**Statutory Authority:**

Pursuant to NRS 450B.236, "a person shall not operate a center for the treatment of trauma without first applying for and obtaining the written approval of the Administrator of the Division."

Further, NRS 450B.237(2) provides:

The Administrator of the Division shall not approve a proposal to designate a hospital as a center for the treatment of trauma unless:

- (a) The hospital meets the standards established pursuant to this subsection; and
- (b) The Administrator determines, after conducting a comprehensive assessment of needs, that the proposed center for the treatment of trauma will operate in an area that is experiencing a shortage of trauma care. Such an assessment of needs must include, without limitation, consideration of:
  - (1) The impact of the proposed center for the treatment of trauma on the capacity of existing hospitals to provide for the treatment of trauma;
  - (2) The number and locations of cases of trauma that have occurred during the previous 5 calendar years in the county in which the proposed center for the treatment of trauma will be located and the level of treatment that was required for those cases;
  - (3) Any identified need for an additional center for the treatment of trauma in the county in which the proposed center for the treatment of trauma will be located; and





# IMPACT REPORT

(4) Any additional criteria recommended by the American College of Surgeons or its successor organization, other than criteria related to community support for the proposed trauma center.

If the hospital is located in a county whose population is 700,000 or more, the hospital must also receive approval from the district board of health of the county in which the hospital is located. NRS 450B.237(5).

**Facts Supporting Approval**

MOMMC has applied for initial approval by the State as a Level III Trauma Center. As a federally operated hospital<sup>1</sup>, and in light of the findings from the comprehensive needs assessment, the Division has determined that MOMMC is eligible for designation as a Level III Trauma Center, subject to approval by the Southern Nevada Health District.

The Division completed a comprehensive needs assessment which included substantial data on trauma coverage and shortages in Clark County. The Division has concluded that MOMMC is in the most severe professional shortage area in the area. We do not anticipate that MOMMC trauma designation is going to have a detrimental impact on the ability of other providers to provide trauma services based on location of this facility and the unique military work force. Further, allowing MOMMC to accept trauma patients is likely to maximize trauma capabilities of military professionals in the area, thereby benefiting the community as a whole.

The Division hereby approves the initial application of MOMMC to be designated as Center for the Treatment of Trauma. MOMMC must seek and obtain approval from the Southern Nevada Health District in order to be designated as a Level III Trauma Center.

Sincerely,

Lisa Sherych, Administrator  
Division of Public and Behavioral Health  
Nevada Department of Health and Human Services

Cc: Col. Kim Pietszak, Chief of Medical Staff, Mike O’Callaghan Military Medical Center  
Col. Wade Adair, Administrator, Mike O’Callaghan Military Medical Center

<sup>1</sup> Pursuant to NAC 450B.786, the designation as a “center for the treatment of trauma” may only be applied to a general hospital licensed in this State. As a general hospital operated by the United States Government, MOMMC is deemed to be licensed to operate in the State of Nevada per NRS 449.0301.



# IMPACT REPORT



## APPLICATION FOR INITIAL AUTHORIZATION AS A CENTER FOR THE TREATMENT OF TRAUMA

Name of Institution: Mike O'Callaghan Military Medical Center (MOMMC) / 99th Medical Group

Street Address: 4700 N. Las Vegas Blvd.

City: Nellis Air Force Base State: NV Zip Code: 89191

Telephone: 702-653-2003 FAX: N/A E-Mail: [linda.a.hagemann.mil@mail.mil](mailto:linda.a.hagemann.mil@mail.mil)

Owner of Facility: United States Air Force

Street Address: N/A

City: N/A State: N/A Zip Code: N/A

Telephone: N/A FAX: N/A E-Mail: N/A

Hospital Administrator/Director: Col Christopher Vaughn (Administrator) / Col Linda Hagemann (Commander/CEO)

Contact Person for Application Processing: Col Nicola Choate (Chief of Medical Staff), Col Christopher Vaughn (Administrator)

Telephone: 702-653-2003 / 702-653-3674 FAX: N/A E-Mail: [nicola.a.choate.mil@mail.mil](mailto:nicola.a.choate.mil@mail.mil)  
[christopher.a.vaughn12.mil@mail.mil](mailto:christopher.a.vaughn12.mil@mail.mil)

Level of Center for the Treatment of Trauma being sought:

- Level I
- Level II
- Level III
- Pediatric Level I
- Pediatric Level II

Population to be served and the extent to which the population is currently underserved:

Our nearest zip codes 89025, 89040, 89081, 89086, 89087, 89115, 89156, 89165 & 89191 are home to 130,000 residents, growing around 2.56% annually. Another 250,000 residents live in neighboring zip codes 89084, 89085, 89031, 89032, 89030, 89124, & 89110. Northeast Las Vegas had over 1700 patients meeting TFTC in 2020. The population of North Las Vegas we intend to serve is also designated as Medically Underserved by the Health Resources and Services Administration due to a shortage of health care providers on a per capita basis. Finally, the billing and reimbursement structure of military medicine is an ideal system to serve our neighboring communities, which rank among the lowest income per capita in Southern Nevada. Air Force billing rates reflect that of Medicare/Medicaid and are published by the DoD Comptroller in a publicly available format. For instance, the maximum allowable fee for any level of Trauma Activation was \$900 in 2021.



# IMPACT REPORT

Proposed geographic area to be served, including consideration of distance from existing trauma centers already serving the geographic area and the potential impact on the trauma system:

The area surrounding Nellis AFB is a developing industrial area with a relatively high crime rate that, with traffic, is 20-30 minutes or more away from the nearest trauma centers. High-risk activities on base as well as the nearby Las Vegas Motor Speedway, which hosts events as large as 80,000 people, add to the need for local trauma capability. By providing Level III trauma care at Nellis AFB, we will significantly decrease transport time to definitive care for the vast majority of cases in northeast Las Vegas and preserve capacity for more critical cases that would continue being served by the existing Level I/II trauma centers. This designation would also significantly decrease the time that Emergency Response Services are unavailable due to round trip transport times to the current Trauma Centers. As this area continues developing, the need for local trauma capability will be increasingly critical.

Briefly describe the hospital's capacity to provide trauma services in the community:

Mike O'Callaghan Military Medical Center (MOMMC) is a 50-bed inpatient facility which boasts a full complement of primary and specialty care, General Surgery, Orthopedic Surgery, Trauma Surgery, Emergency Medicine, five Operating Rooms (OR), two hybrid OR suites, Intensive Care Unit (ICU), a Multi-Service Inpatient Unit (MSU); all of which are required for Level III trauma care. In addition, we have multiple surgical sub-specialties, such as hand and spine surgery, as well as 24/7 on-call IR, which will allow us to provide a broader spectrum of injury care than the average Level III center. While we have traditionally cared primarily for military members, retirees and their families, our new alignment under the Defense Health Agency (DHA) has expanded opportunities for military treatment facilities to see civilian patients that enhance our wartime readiness. The addition of trauma services will be mutually beneficial to our Active Duty staff as it further expands their wartime skills and currency for deployments. Nellis AFB has already gained Congressional authorization to treat non-DoD patients and the Air Force is making significant monetary and personnel investments in MOMMC to expand the capacity and redundancy of required medical services which were previously resource-constrained due to a lack of demand by our traditional military beneficiaries. As such, MOMMC will undoubtedly meet all ACS requirements and ensure seamless base access for EMS transported trauma and critical care patients.

Briefly describe the hospital's longitudinal commitment (expected to be greater than five years) to provide trauma services in the community:

The MOMMC, Air Force Medical Service, and DHA are committed to providing trauma services to the community surrounding Nellis AFB. This is easily demonstrated in the \$150m facility expansion project that is ongoing, which will ultimately make us a 108 bed facility. This is a long-term commitment in infrastructure and personnel to include minimum staffing levels even with a high-deployment rate of military providers. In case of mass deployment situations, contract and civilian personnel will be available to ensure continuity of Trauma services. We are committed to the conditions of this designation and will participate in all local, regional, and national Trauma Quality Improvement Program and Registries as required by Nevada, ACS and the Department of Defense. Furthermore, as trauma medicine and integration of trauma systems is part of our Air Force core competencies developed over many years of wartime trauma system experience, Nellis AFB is fully committed to partnering with Southern Nevada in all Trauma System education and enhancement efforts.

Additional information the applicant would like to provide in support of their request:

This application represents a true win-win opportunity to bolster the Southern Nevada Trauma System and enhance our national defense. Due to our long standing relationship with the greater Las Vegas community as well as the transparent, low cost structure of military medical services, Nellis AFB is the most opportune location in the United States to build upon our strong partnership and integration with local medical entities and emergency response agencies for the greater good. Efforts such as this set a new standard for military and civilian partnerships as indicated by the 2017 National Defense Authorization Act and subsequent Congressional and DoD directives which support DoD-civilian partnerships to maximize medical deployment readiness in ways that serve our civilian partners.



# IMPACT REPORT

The following are conditions of authorization as a center for the treatment of trauma in Clark County. By signing the application, the administrators of the hospital and the medical director of the center for the treatment of trauma acknowledge these conditions and agree to:

1. Comply with the requirements of the graduated process for authorization and designation as a center for the treatment of trauma as defined in the Clark County Trauma System Regulations Section 300.000, subsections IV-VI;
2. Submit trauma data to SNHD and the State Trauma Registry;
3. Actively participate in the Regional Trauma Advisory Board and Trauma System Performance Improvement activities;
4. Provide standard financial information to assist in the assessment of the financial stability of the trauma system; and
5. Comply with all applicable SNHD regulations and State Health Division requirements for authorized and designated centers for the treatment of trauma.

I have read and completed the application to the best of my ability and attest to the fact the information provided is true and complete to the best of my knowledge.

I authorize the release of such information as may pertain to the purpose of this application.

I understand that any misstatements or omissions of material facts may cause forfeiture of the right to authorization as a center for the treatment of trauma.

Signature of Hospital Administrator or Owner: \_\_\_\_\_ Date: \_\_\_\_\_

Printed Name of Hospital Administrator or Owner: Col Linda A. Hagemann, USAF, NC

Title of Person signing the Application: Commander, 99th Medical Group



[www.SNHD.info](http://www.SNHD.info)

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Southern Nevada Trauma System

[www.SouthernNevadaTraumaSystem.org](http://www.SouthernNevadaTraumaSystem.org)





# Mike O'Callaghan Military Medical Center Level III Trauma Center Initiative



Nellis Air Force Base, NV

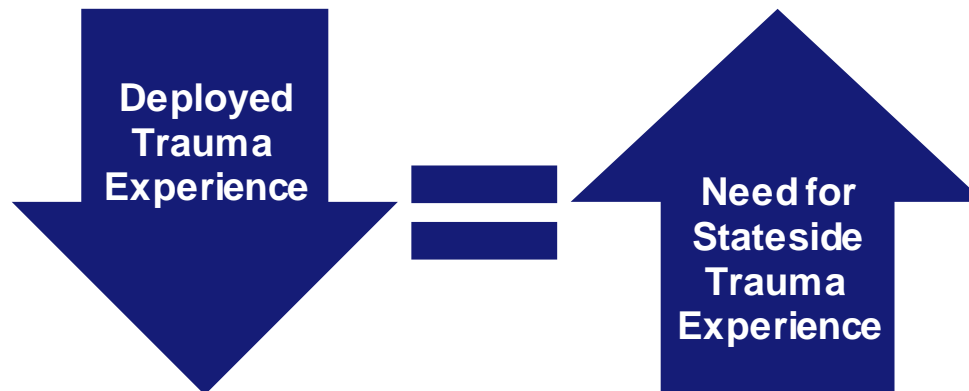
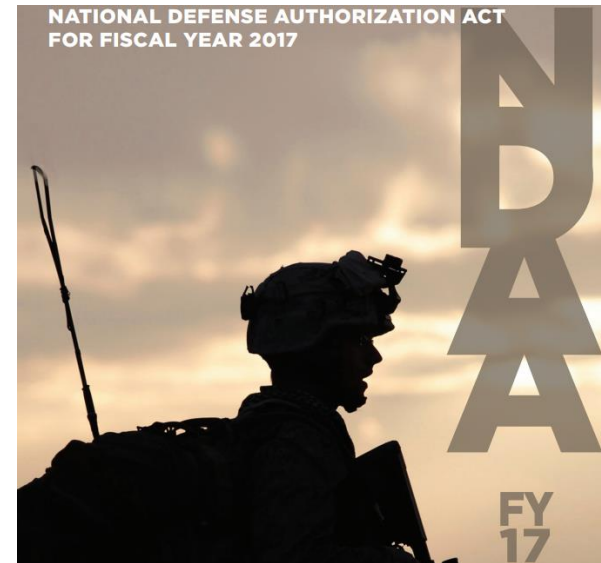
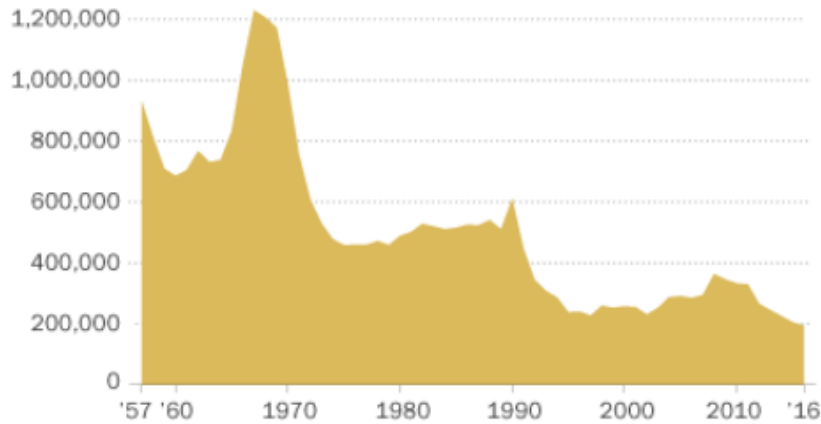




# Avoiding the “Peacetime Effect”

**U.S. military overseas presence is at a 60-year low**

*Number of Active-Duty Personnel Overseas*



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# ***Mutual Benefit***

## **National Security**

**Remain Ready to Provide  
Contingency Medical/Surgical  
Care at a Moment's Notice**

**Nationwide Trauma System  
Integration**

**Congressional Authorization  
for Community Partnerships  
and Civilian Patient Care**

## **Northeast Valley**

### **Nellis Level III**

**Long-Standing  
Community & Medical  
Partnerships in the Valley**

**Backed By DoD  
Resourcing**

**Trauma Care capability**

**Longer drive to Trauma Care**

**High Rate of Trauma**

**Population Growth**

**Industrial Sector Mishaps**

**High Uninsured Population**

**Medically Underserved Area**

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# ***Inpatient Services***



- Cardiology including 24/7 cath lab
- Colorectal Surgery
- Critical Care Unit
- Nephrology with CRRT
- Endocrinology
- Gastroenterology
- Infectious Disease
- Laboratory with dedicated Blood Bank officer
- Neurology
- OMFS
- Ophthalmology
- Orthopedics
  - Hand Surgery
  - Spine Surgery
- Otolaryngology (ENT)
- Critical Care Pharmacy
- Plastic Surgery
- Psychiatry/Psychology
- Pulmonology
- Radiology
  - 24/7 Interventional Radiology
  - MRI
  - CT
- Rehab (PT/OT/SLP)
- Respiratory Therapy
- Social Work
- Urology

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# MOMMC Improvements



- ED upgrade
- Improved gate access
- Expanded laboratory services
- Added key civilian assets
- Increase inpatient capacity (ETA 2024)



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# Partnerships Across the Valley



- **Sustained Medical and Readiness Trained Program (SMART)** - provide currency experience to medical personnel (Air Force-Wide)
  - Surgeons, Emergency Medicine Physicians & Pulmonologists
  - Specialty & Surgery Nurses
  - Medical/Surgical/Cardio-Pulmonary Technicians
- **SMART** provides sustainment of clinical/combat trauma currency not available at Air Force MTFs
- Air Force ED Physicians and Surgeons embedded in hospitals across Southern Nevada
- Great for highly specialized medics, **however** does not provide a training or currency platform for:
  - Other medical provider and support staff
  - Ancillary staff
  - Administrative staff
  - Trauma program and network management



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# ***American College of Surgeons***



- 
- **Consultative Visit – June 2021**
  - **Military-civilian partnerships and participation in local healthcare system were cited as strengths**
  - **Majority of deficiencies were related to a lack of patient volume**
  - **Anticipate verification visit in Fall-Winter 2022**
- 

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# *Investment in our Community*

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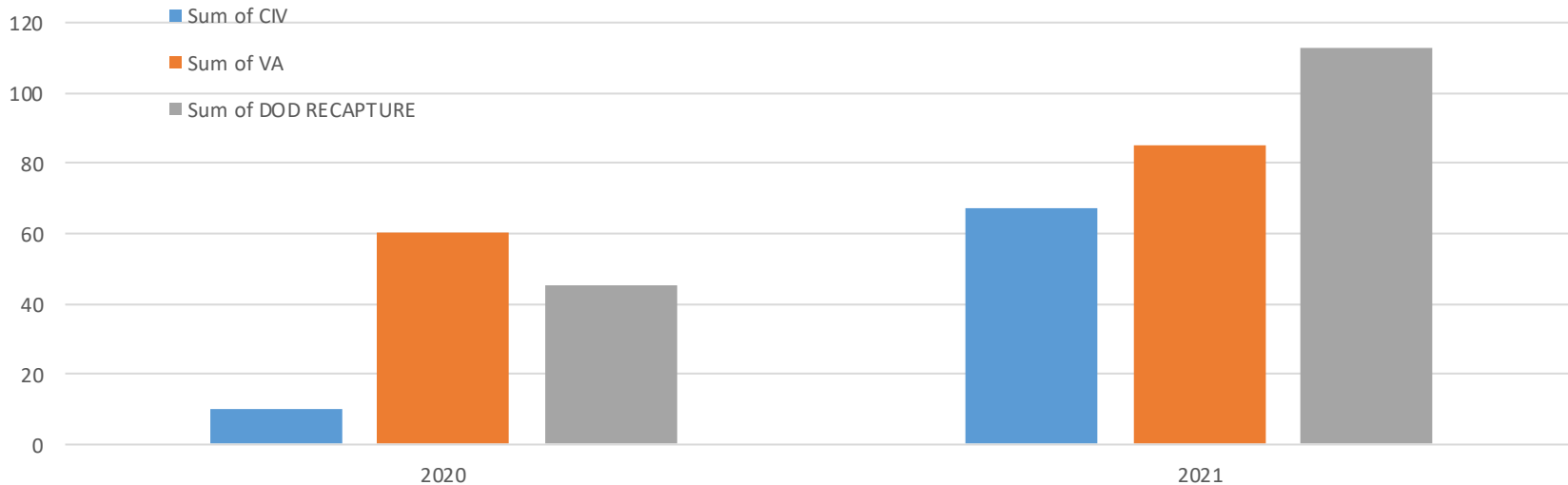
- **Engagement with Local EMS**
- **Commitment to Injury Prevention and Community Outreach**
- **Emergency Preparedness and Disaster Management Expertise**

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# EMS Arrivals Since Aug 2020



- **August 2020 MOMMC entered into a pilot with the SNVHD to accept civilian EMS patients**
- **August 2021 MOMMC successfully graduated from pilot status and is currently a receiving facility fully integrated into the EMS system**
- **80 civilian critical care patients seen since August 2020 helping to maintain clinical currency for Air Force medics**



# *Summary*

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- **Strategically positioned to help the Air Force medical mission and support the community need**
- **Develop new and reinforce current partnerships within the community**
- **Community support from State and Local Government, educational institutions, and established trauma centers**
- **Participate in state and national data sharing for benchmarking and quality improvement**

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# QUESTIONS?



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