UMC
UNIVERSITY MEDICAL CENTER

ADDENDUM
UMC GOVERNING BOARD
STRATEGIC PLANNING COMMITTEE
Addendum to Meeting Agenda
December 10, 2014

The following additional back-up documents were provided for the meeting the December 10, 2014 meeting:

Item #4: - Strategic Plan 2015

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Strategic Plan 2015

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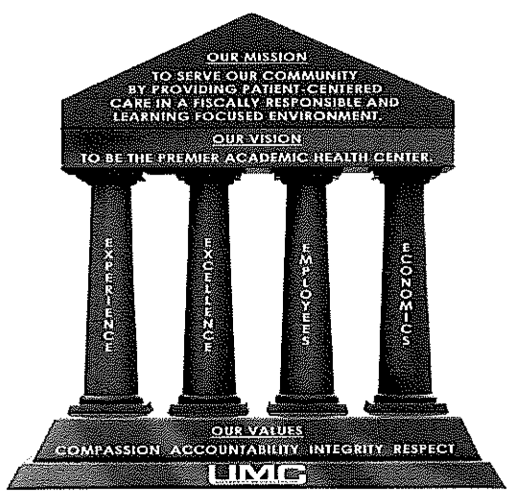
Strategic Plan 2015

Guiding Principles



UMC Strategic Plan 2015

UMC is home to Nevada's *First* and *Only*:

Level I Trauma Center in Nevada
Level II Pediatric Trauma Center in Nevada
Transplant Center in Nevada
Burn Care Center in Region

Children's Hospital of Nevada at UMC:

Only Nevada hospital recognized as an Associate Member by the Children's Hospital Association (must meet certain criteria to qualify for membership)

Accreditations:

Accredited by The Joint Commission in 2014
Accredited by the American College of Surgeons; Committee on Trauma for Trauma Center
Accredited by Joint Commission as a Certified Primary Stroke Center
Accredited by the American College of Radiologists for CT Scan
Accredited by the American College of Surgeons for Cancer program
Accredited by the State of Nevada for Medical Education Program
Accredited by the College of American Pathologists for Laboratory
Accredited by the American Association of Blood Banks for Blood Bank/Transfusion Services
Accredited under Children's Oncology Group for Pediatric Oncology
Licensed by Nevada State Board of Pharmacy
Kidney Transplant Program Certification by CMS

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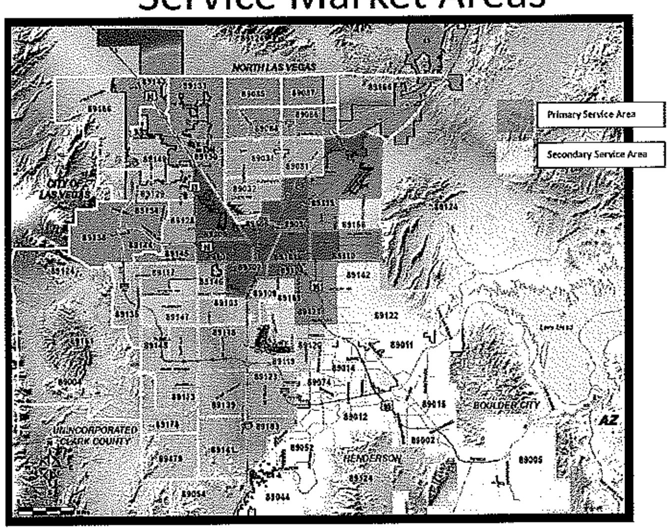
Service Market Areas



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Service Market Areas

UMC's primary service area is comprised of 10 zip codes with 501,699 residents situated around central Las Vegas, referred to as the "urban core".

Our central location accommodates a wide range of incomes and lifestyles, from indigent to affluent.

Community stakeholders are supporting the development of a Las Vegas Medical District, which would be anchored by UNLV and UMC.

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Primary Service Area Market Trends (Admissions)

Facility	2012	2013	Var.	% Var.
UMC	13,598	13,080	(518)	-3.8%
Sunrise	12,059	11,882	(177)	-1.5%
Valley	8,894	8,651	(243)	-2.7%
Mountain View	5,504	5,579	75	1.4%
Desert Springs	3,145	3,422	277	8.8%
Summerlin	3,082	3,341	259	8.4%
North Vista	3,042	3,320	278	9.1%
Spring Valley	1,848	1,948	100	5.4%
Saint Rose - Siena	1,411	1,422	11	0.8%
Centennial Hills	1,189	1,402	213	17.9%
Southern Hills	667	590	(77)	-11.5%
Saint Rose -San Martin	627	579	(48)	-7.7%
Saint Rose - Rose de Lima	395	420	25	6.3%
	55,461	55,636	175	0.3%

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PSA Market Trends (Admissions by Service Line)

Service Line	Total PSA	UMC	Sunrise	Valley	MountainView	Summerlin
Obstetrics - Delivery	-102	-133	+80	-241	+8	+55
Normal Newborns	-217	-95	+21	-173	-32	+11
Pulmonary	-48	-115	-113	+32	0	+28
Cardiology	-35	-58	-81	+72	-18	-26
Orthopedics	+63	+96	-29	+67	0	+8
Gastroenterology	+66	+14	+25	-10	-34	+19
General Surgery	+35	-46	-17	+4	+13	+11
Neonatology	+9	-53	+41	-103	+42	+45
Neurology	+154	+64	-23	+31	+49	+18
Nephrology	+146	+58	+16	-1	+27	+1
Cardiology - Invasive	-38	+7	-17	-37	+4	+9
Obstetrics - Other	+116	+4	+62	-3	+6	+36
Urology	+13	+1	+12	-7	-1	+14
Cardiac Surgery	-68	+6	-45	-19	+10	+10
Gynecology	-90	-8	-33	-22	-15	-11
Neurosurgery	-29	-8	-2	-10	+3	-1

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Business Development

Goal - Improve market share by **10 percent** and grow aggregate revenue by in following service lines:

- Surgery
- Cardiology
- Pulmonary
- Emergency Department
- Children's Hospital

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Business Development - Surgery

- Introduction of daVinci Robotics
- Endoscopy Narrow Band Imaging – High Definition (190 Scopes)
- Orthopedic Physician Alignment
- Therapeutic Scopes
- Ureteroscopes and Bipolar Resection
- Mini C-Arm
- Anesthesia Monitors
- New Hand Tables
- Staff Specialty Teams (Cardiac, Robotics, Ortho, Transplant)
- Crimson Market Advantage (Identification of Opportunities)
- Increased Physician Relations and Satisfaction
- Lean Principles for Improved Patient Satisfaction
- Pre-op and Admissions
- Physician and Patient Satisfaction

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Business Development - Cardiology

- Cardiology Fellowship
- Healthcare Partners (21 Physician Group)
- Potential Acquisition of Ventricular Assistance Device
- New VO2 Max Measurement Tests
- Endoscopy Tool (Increased Performance Measures Leading to Higher Reimbursement Rate (Rate Increase From 1.25% to 2%)
- Electrophysiology (EP) Lab
- Chest Pain Center
- Increased Bed Utilization
- New Accreditation / Get with the Guidelines
- Heart Health Fairs (Community Outreach)

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Business Development - Pulmonary

- UNSOM adding additional Pulmonologist (2-3) - only practice at UMC
- UNSOM Critical Fellowship
- Navigational Bronchoscopy and Endobronchial Ultrasound
- Broncho Thermaplasty
- Cardiopulmonary Exercise Testing (CPET)
- Pulmonary Rehabilitation
- Weaning Protocol in the ICUs
- Employ 'Difficult Airway Protocol' Hospital-wide

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Business Development – Emergency Dept.

- Improve front end process for patient flow
- Improve security for patients and staff
- Continue improvements on "door-to-doc" time (20 minute goal)
- Improve "Left without being seen" stats (less than 2%)
- Improve Quick Care referrals
- Improve payer mix
- Expedite "off-load" times to EMS
- Addition of EMS Lounge
- Increase HCAHPS scores through use of new survey tool
- Improve Community perception

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Business Development – Children's Hospital

- Lied Building (Pediatric Sub-specialty clinics)
- Targeted Physician Outreach
- Increase marketing efforts through Greenspun Media
- Improve patient experience through branding efforts to upgrade "look and feel" of patient areas
- Improve physical access to CHNV - parking

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Other Revenue Improvements

- Improve dilutive payer contracts
- Full review and analysis of all physician contracts
- Margin Improvement Plan
- Facility Master Plan
- UNLV Relationship
- Dedicated Revenue Stream

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Cost Structure

Goal – Reduce Cost Per Case:

- Operating Room
- Inpatient Acute (Variance between managed care products and medicare)
- Value Analysis
- Process Improvement Team
- UR committee
- Crimson Business Intelligence
- Salaries (100%+ productivity and 3% less than OT)
- Bad Debt Reduction Strategies

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Quality

Goal – Improve Patient Experience and Evidence Based Medicine Scores

- Aiming to Increase Overall HCAHPS Scores by 25%
  - -"Quiet at night program""
  - - Hush Program
  - - Hourly Rounding
  - - 4 P's
  - - No pass zone
  - - Increase volunteers program
- Overall Core Measure at 100%
- Participate in Leap Frog

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Marketing and Community Outreach

Goal – Improve Image and Branding of UMC

- Marketing Force dedicated to revenue generating service lines (OR, Cardiology, ED, Pulmonary, OB, Children's Hospital)
- Increase reach and frequency of marketing efforts through partnership with Greenspun Media
- Increase image as the Premier Academic Medical Center in Nevada and partnership with UNLV School of Medicine
- Increase marketing efforts to EMS to "drive" increased payer mix to UMC
- Continue building community relations outreach efforts and injury prevention events

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Capital Expense

FY15 Targeted Service-Line Equipment Upgrades and Business Development Opportunities:

• Surgery	$ 1,120k
• Cardiology	$ 213k
• Pulmonary	$ 231k
• Emergency Department	$ 481k
• Children's Hospital	$ 1,151k
	$ 3,196k

Other FY15 End-of-Lifecycle Equipment Replacement and Upgrades: $ 12,391k

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Capital Expense

FY15 Facility Projects and Renovations:

	FY 15 Costs	Total Project Cost
Priority Phase 1	**$ 38,777**	**$ 476,777**
Nurse Call Trauma 1st Floor	$ -	$ 235,000
Nurse Call Trauma 3rd Floor	$ -	$ 203,000
One Vacuum Pump (25% of system)	$ 33,500	$ 33,500
Conference Room I&J Flooring	$ 5,277	$ 5,277
Human Resources Flooring	$ -	$ -
Priority Phase 2	**$ 4,726,802**	**$ 19,759,508**
3 West Renovation Project	$ 398,875	$ 1,994,375
3rd Floor Tower Project	$ 731,125	$ 3,655,625
4th Floor Tower Project	$ 738,125	$ 3,690,625
6th Floor Tower Project	$ 738,125	$ 3,690,625
Basement Mechanical Room Fan Coil Unit	$ 100,000	$ 100,000
Basement Remodel Project	$ 995,552	$ 4,977,758
Central Plant Cooling Tower #3	$ -	$ 290,000
Exterior Lighting; 7295 Summerlin QC	$ 10,000	$ 10,000
Fleet Vehicle Replacement	$ 45,000	$ 90,000
Mechanical Room Systems Upgrade	$ 450,000	$ 450,000
New Flooring; 8610 Administration	$ 40,000	$ 40,000
Nurse Call Fiber Backbone	$ 200,000	$ 200,000
Peds Infant Room Remodel	$ -	$ 150,000
Remodel; 6080 1300MS	$ 30,000	$ 30,000
Replace Asphalt Overlay on Campus Parking Lots	$ 250,000	$ 250,000
Roofing Repairs - PBX Building	$ -	$ 90,500
West Wing Fan Coil Unit - 2nd Floor	$ -	$ 25,000
West Wing Fan Coil Unit - 3rd Floor	$ -	$ 25,000
Priority Phase 3	**$ 96,000**	**$ 595,000**
Exterior Paint 7 Story Tower	$ -	$ -
Exterior Paint Round & South Wing	$ -	$ 75,000
Interior Painting; Peccole QC/PC	$ 50,000	$ 50,000
Paint/Repair Stucco; 7310 Sunset QC	$ 20,000	$ 20,000
Paint; 7263 Wellness	$ 26,000	$ 26,000
Replace Nurse Call System 6th Floor	$ -	$ 189,000
Replace Trauma Cooling Tower	$ -	$ 235,000
Grand Total	**$ 4,861,579**	**$ 20,831,285**

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Questions?