Strategic Planning Committee

Thursday, August 5, 2021 9:00 am

ProVidence Suite - Trauma Building 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
August 5, 2021 9:00 a.m.
800 Hope Place, Las Vegas, Nevada
UMC Trauma Building, ProVidence Suite (5th Floor)

Notice is hereby given that a meeting of the UMC Governing Board Strategic Planning Committee has been called and will be held at the time and location indicated above, to consider the following matters:

This meeting has been properly noticed and posted online at University Medical Center of Southern Nevada's website http://www.umcsn.com and at Nevada Public Notice at https://notice.nv.gov/, and at University Medical Center 1800 W. Charleston Blvd. Las Vegas, NV (Principal Office)

- The main agenda is available on University Medical Center of Southern Nevada's website http://www.umcsn.com, For copies of agenda items and supporting back-up materials, please contact Stephanie Ceccarelli, Board Secretary, at (702) 765-7949. The Strategic Planning Committee may combine two or more agenda items for consideration.
- Items on the agenda may be taken out of order.
- The Strategic Planning Committee may remove an item from the agenda or delay discussion relating to an item at any time.
- Consent Agenda - All matters in this sub-category are considered by the Strategic Planning Committee to be routine and may be acted upon in one motion. Most agenda items are phrased for a positive action. However, the Strategic Planning Committee may take other actions such as hold, table, amend, etc.
- Consent Agenda items are routine and can be taken in one motion unless a Strategic Planning Committee member requests that an item be taken separately. For all items left on the Consent Agenda, the action taken will be staff's recommendation as indicated on the item.
- Items taken separately from the Consent Agenda by Committee members at the meeting will be heard in order.

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

1. Public Comment

2. Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on June 3, 2021. *(For possible action)*

3. Approval of Agenda. *(For possible action)*

SECTION 2. BUSINESS ITEMS

4. Receive a report regarding UMC Service Line Performance and Market Dynamics; and direct staff accordingly. *(For possible action)*

5. Receive a report regarding COVID and future response; and direct staff accordingly. *(For possible action)*

6. Receive a review of the Budget Detail and how it relates to the 5-year plan; and direct staff accordingly. *(For possible action)*

7. Discuss CEO Objectives for Fiscal Year 2021 as it relates to the UMC Governing Board Strategic Planning Committee and make a recommendation to the Human Resources and Executive Compensation Committee; and direct staff accordingly. *(For possible action)*

8. Discussion regarding Fiscal Year 2022 CEO Objectives; and direct staff accordingly. *(For possible action)*

SECTION 3: EMERGING ISSUES

9. Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

COMMENTS BY THE GENERAL PUBLIC

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

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, June 3, 2021
9:00 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 9:02 a.m. by Chair Hagerty and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
Harry Hagerty, Chair (Via WebEx)
Renee Franklin
Dr. Donald Mackay
Mary Lynn Palenik (Via WebEx)
Robyn Caspersen

Absent:
Christian Haase

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Danita Cohen, Chief Experience Officer
Kayla Hillegass, Management Analyst
Maria Sexton, Chief Information Officer
Susan Pitz, General Counsel
Stephanie Ceccarelli, Governing Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair Hagerty 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 February 4, 2021. ***(For possible action)***

FINAL ACTION: A motion was made by Member Caspersen 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 Mackay that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a report regarding UMC Service Line Performance and Market Dynamics; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- Service Line Update PowerPoint

DISCUSSION:

Mr. Marinello began the discussion by providing a review of the hospital sub-committee meetings. They let the Committee know that the Intellimed data presented is from 2nd quarter. A market overview will be provided at the next meeting.

Mr. Jones presented the overall hospital market share reflecting in-patient hospital data. UMC holds 8.4% of the market share after St. Rose-Sienna, Summerlin, and Mountain View. Sunrise leads at 15.4% of the market.

Chair Hagerty asked why we are losing market share and is this a concern. Mr. Marinello replied that 2nd quarter volumes decreased due to a lack of elective surgeries and admissions due to COVID. He noted that there has been a shift in the trend since this time frame.

Member Franklin stated that it is important to understand why there was shrinkage in the market share and focus on the key drivers of these issues, as well as understand the size related to these anomalies and peel back what was happening during this time. A discussion ensued regarding the shift in insurance plans, payors and providers.

Mr. Jones continued by showing cases by major financial class which is led by Medicaid and Medicare, followed by commercial. The percentage of cases by service line and net revenue were reviewed. General medicine is just over 24% of net revenue overall and general surgery is the largest percentage of net revenue at over 24%.

A review of the service line profit and loss dashboard, which includes all surgical service lines, shows general surgery and orthopedics make up almost 70% of the hospital volume. The contribution margin per case is approximately $5.6K. Cases by discharge decreased slightly.

UMC houses 5 robot types: Da Vinci, Globus Excelsius Spine, Colorectal Robot (trial), ROSA Total Knee (trial) and the ION Endoluminal System, which is first to market. Key financial indicators show robotics up about $720 per case. Variable cost per case showed no change and the contribution margin is down over 2%.

Chair Hagerty asked if we are doing more in robotics as opposed to traditional surgery. Mr. Van Houweling responded that this is a request of patients and doctors. There was further discussion regarding the expansion of the OR suites and the growth in our robotic footprint.

The Committee suggested a future presentation on the future trends in robotics and in the market and the effect on our 5-year capital plan.

The Sacred Six overall trend in the market share was next reviewed. UMC is #3 in general surgery. Financial indicators are positive and charges per case have gone up $11k per case since February and net revenue per case has increased $14k year over year. Contribution margin is up almost 2%.

Jennifer Wakem, CFO, shared statistics in transplant services, with the impact of the cost report included, to show an accurate representation of the revenue generated by the transplant service line. A breakdown of the general surgery and general surgery transplant cases was discussed. The service line update was provided.

UMC sits at #3 in the orthopedic market, capturing just 12.7% of the market, following St Rose-Siena and Sunrise. Mr. Jones noted that the top 5 hospitals have all seen a decrease in volume. Statistics were presented.

Mr. Marinello highlighted service line updates, the addition of the integrative joint program, cost savings initiatives and strategic steps in promoting the robotic systems in the community.

UMC holds 6.8% of the market share in cardiac services. Charges and net revenue per case are down but the contribution margin per case is up.

Service line updates include Touch & Go service, which allows faster assessment of cardiac patients, completion of the cath labs and purchase of 4 new echocardiogram ultrasound machines. Strategic next steps, including telehealth consultations, revenue enhancements and strategy in technology were given.

Chair Hagerty asked about marketing of the Touch & Go program. Mr. Van Houweling responded that the target market will be with EMS and first responders.

Ambulatory services volumes have shown growth in quick care and primary care locations over prior year. Payor mix for primary cares showed improved contribution margin. A discussion ensued regarding the ideal contribution margin in quick care and primary care models.

Quick cares show an increase in contribution margin and an increase in self pay. Ambulatory service operational updates include the Airport UMC Express Care, COVID Long-Haul Clinic, telemedicine service line and partnership with UNLV for specialty provider coverage. Revenue enhancement goals, strategic next steps and future technology strategies were provided.

Oncology is #4 in the market share. Charges and net revenue is down, as well as cost per case, which is down $5k. The contribution margin per case is up 28% year over year. Mr. Marinello provided a service line update.

In Children's Hospital market, UMC ranks 3rd in market share. The P&L shows charges per case and net revenue are down, as well as the contribution margin. Mr. Jones noted that the contribution margin is steadily on an upward trend. Mr. Marinello added that UMC has launched a Children's Critical Care Transport Team. Revenue enhancements in NICU, strategic next steps in anesthesia and strategy in telemedicine and E-Consults were reported.

Lastly, Women's Hospital services have trended up slightly. UMC is down 1% in the market. Charges and net revenue are up, but the contribution margin is down 3%. The team is focused on improvements in this service. The discussion continued regarding the high Medicaid volume at this facility, geographic proximity of the payor mix and the change in the UMC neighborhood. Service line updates were next provided.

FINAL ACTION TAKEN: None taken.

ITEM NO. 5 **Receive an update regarding Telehealth implementation; and direct staff accordingly. *(For possible action)***

DOCUMENT SUBMITTED:
- None

DISCUSSION:

Mr. Marinello provided a brief overview of telehealth. The projected timeline until project completion was provided.

FINAL ACTION TAKEN:

No action taken

ITEM NO. 6 **Receive an update regarding UMC/UNLV business strategy; and direct staff accordingly. (*For possible action)***

DOCUMENT SUBMITTED:
- None.

DISCUSSION:

UMC/UNLV Medicine are uniting to create the ***first*** Interventional Pulmonology program in Nevada.

The program objectives are to:

- Improve Lung Cancer Care and Survival
- Offer Innovative Treatment for Severe/End-Stage COPD
- Optimize lung cancer screening
- Improve diagnostic modalities for lung cancer

- Increase access to minimally invasive treatment options for lung cancer
- Bronchoscopy lung volume reduction using airway valves for COPD
- Relocate Outpatient PFT Lab

The capital investments include the purchase of the Erbecryo system for service line enhancement, clinical applications and the Ion Endoluminal Robotic system. Training on the use of the robot has begun. The benefits of this new service was discussed. There was continued discussion regarding the business and market plan.

FINAL ACTION TAKEN:

No action taken

ITEM NO. 7 Receive an update on CEO Objectives for Fiscal Year 2021 as it relates to the Strategic Planning Committee's recommendation; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- None.

DISCUSSION:

Mr. Van Houweling started the conversation by reflecting on the Committee objectives set for the fiscal year with regards to the hospital performance.

Objective 1: Continued Leadership in Las Vegas Medical District: Continue to play a leading role in the development of the Las Vegas Medical District.

Despite COVID, UMC has continued to demonstrate leadership in the medical district by adding expanded services, serving as a command center for COVID-19, hosting healthcare forums, façade pans to enhance the medical district and by showing leadership in multiple medical district communities focusing on safety, marketing master planning and development.

Objective 2: Improved Results in the Six Focus Areas: Deliver improved results (financial and clinical) in the six focus areas (Ambulatory, Cardiology, General Surgery, Oncology, Orthopedics and Pediatrics).

All service lines showed growth year over year. It was noted that COVID decreased volumes in pediatrics, OB and in the NICU.

Objective 3: Establish at least one new Ambulatory service for UMC to strategically respond to COVID-19 needs for the community in partnership with UNLV SoM.

Collaboration between UMC and UNLV Medicine has allowed increased services in the community, including a COVID recovery clinic, pulmonary patient care, vaccine sites and community wide testing.

Objective 4: Develop new Annual Strategic Plan and a five-year financial plan (FY 21 – FY 25 inclusive) for UMC as a whole with a consolidated

income statement and cash flow statement. The plan will be granular down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.

Ms. Wakem stated that the ability to meet this goal, the key was to stand up Kaufman Hall (Axiom).

Implemented Axiom Financial Planning module

• Hybrid approach utilizing Current Year Forecast and Financial Planning to achieve level of customization required to meet the objective

Base Year

• FY 2022 Budget is the base year for the 5-year plan

Future Updates

• Input from Strategic Planning Committee should be provided by December 31st of each year to be incorporated in the following year's budget. Once a new budget is finalized, the tool will update future years.

The Committee will review the goals again during the August meeting and forward their recommendations to the HR Committee thereafter.

<u>FINAL ACTION TAKEN</u>:

No action taken

<u>SECTION 3: EMERGING ISSUES</u>

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)*

The Committee suggest presentations on the following topics:

Robots and the future, competitive landscape and the capital plan. Continuum of care in the community.
Infectious disease update and preparations moving forward.

<u>COMMENTS BY THE GENERAL PUBLIC</u>:

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

A motion was made by Member Mackay to go into closed session pursuant to NRS 450.140(3).

There being no further business to come before the Board at this time, at the hour of 10.53 PM, Chair Hagerty adjourned the meeting, and the Board recessed to go into closed session.

SECTION 4. CLOSED SESSION

Go into closed session pursuant to NRS 450.140(3) to discuss new or material expansion of UMC's health care services and hospital facilities.

The meeting was reconvened in closed session at 10:54 AM.

At the hour of 11:46 a.m., the closed session on the above topic ended.

FINAL ACTION TAKEN:

None

There being no further business to come before the Committee this time, at the hour of 11:46 a.m. Chair Hagerty adjourned the meeting.

APPROVED:

MINUTES PREPARED BY: Stephanie Ceccarelli

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
AGENDA ITEM

Issue:	**UMC Service Line Performance and Market Dynamics**	**Back-up:**
Petitioner:	Tony Marinello, Chief Operating Officer	

Recommendation:

That the Governing Board Strategic Planning Committee receive a report regarding UMC Service Line Performance and Market Dynamics; and direct staff accordingly. ***(For possible action)***

FISCAL IMPACT:

None

BACKGROUND:

The Committee will receive a report regarding UMC's Service Line Performance and Market Dynamics.

Cleared for Agenda
August 5, 2021

Agenda Item #

4

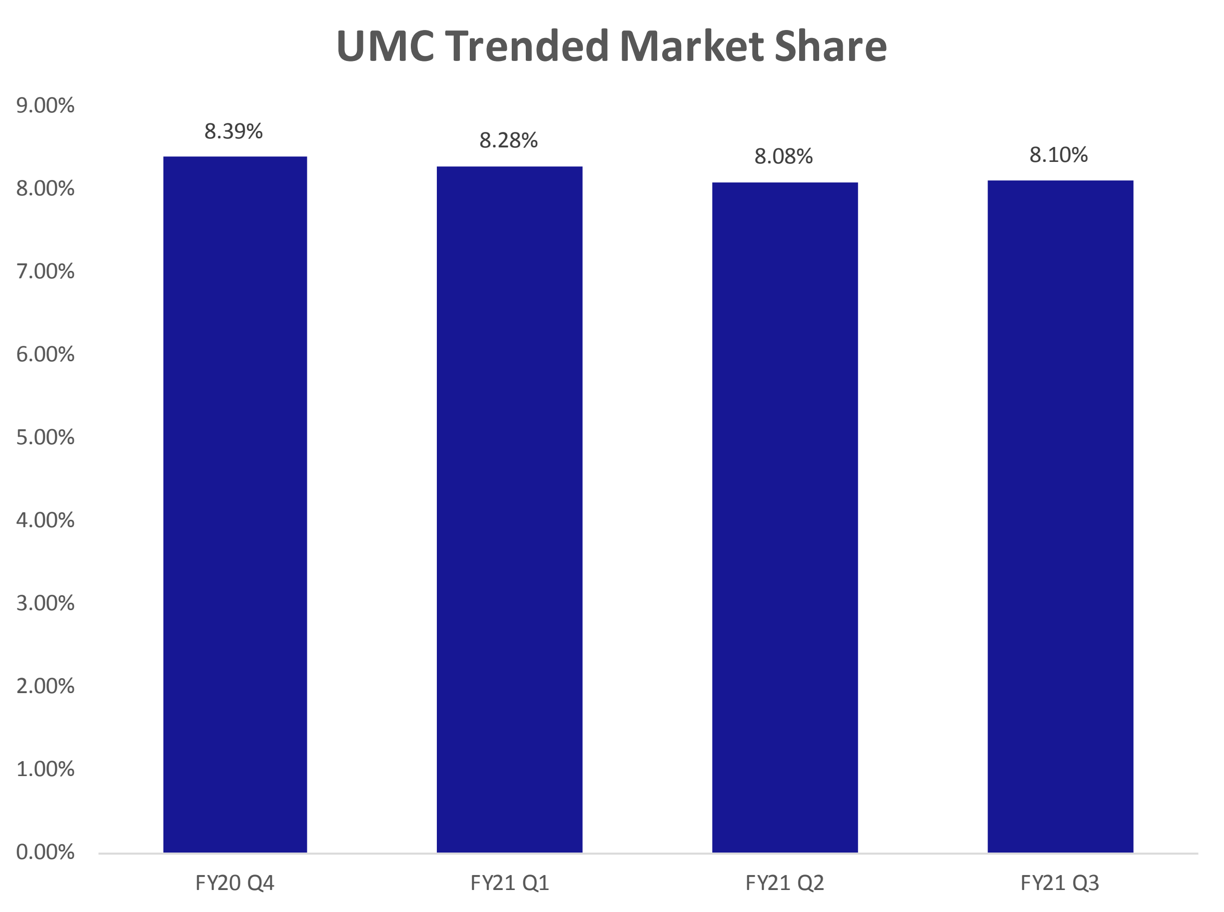
UMC
UNIVERSITY MEDICAL CENTER

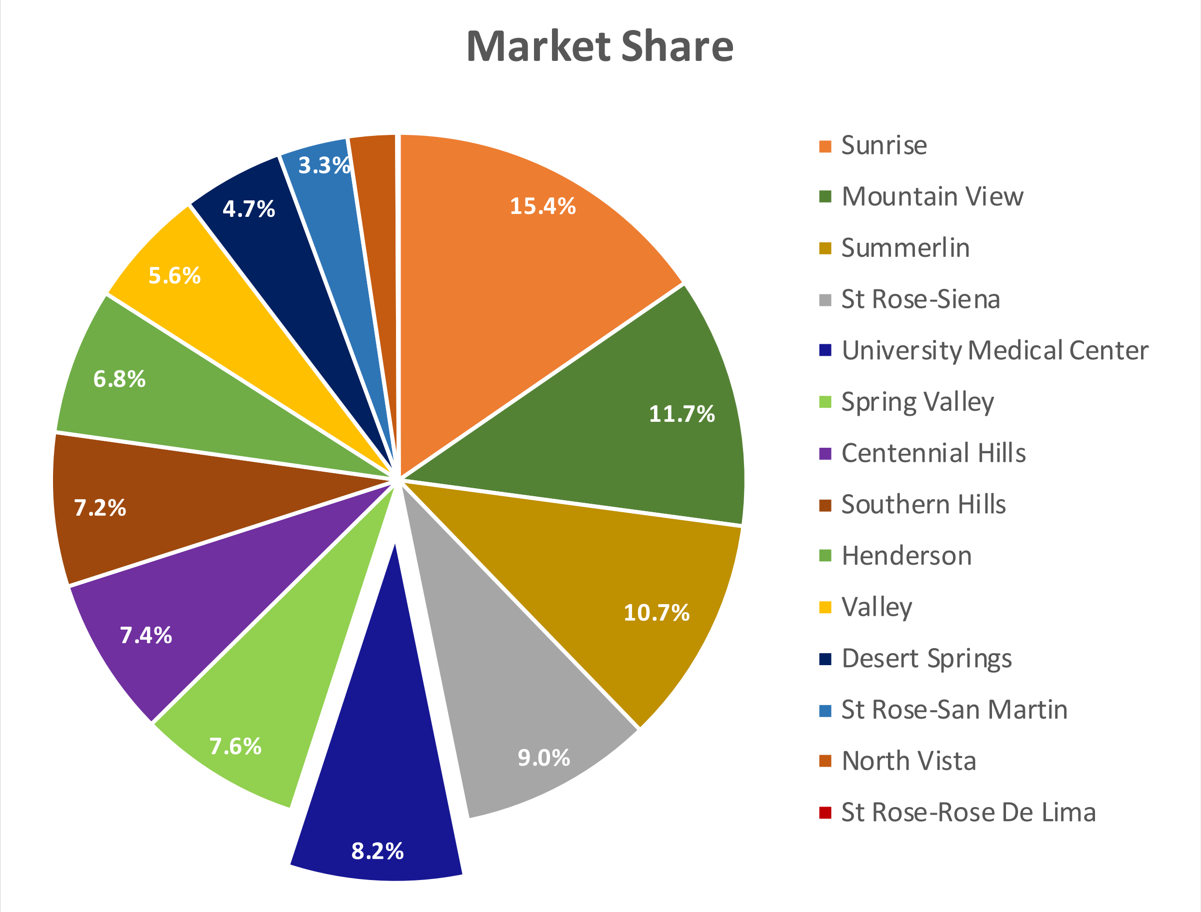
Strategy Committee Service Line Update

August 5, 2021

Market Share Update

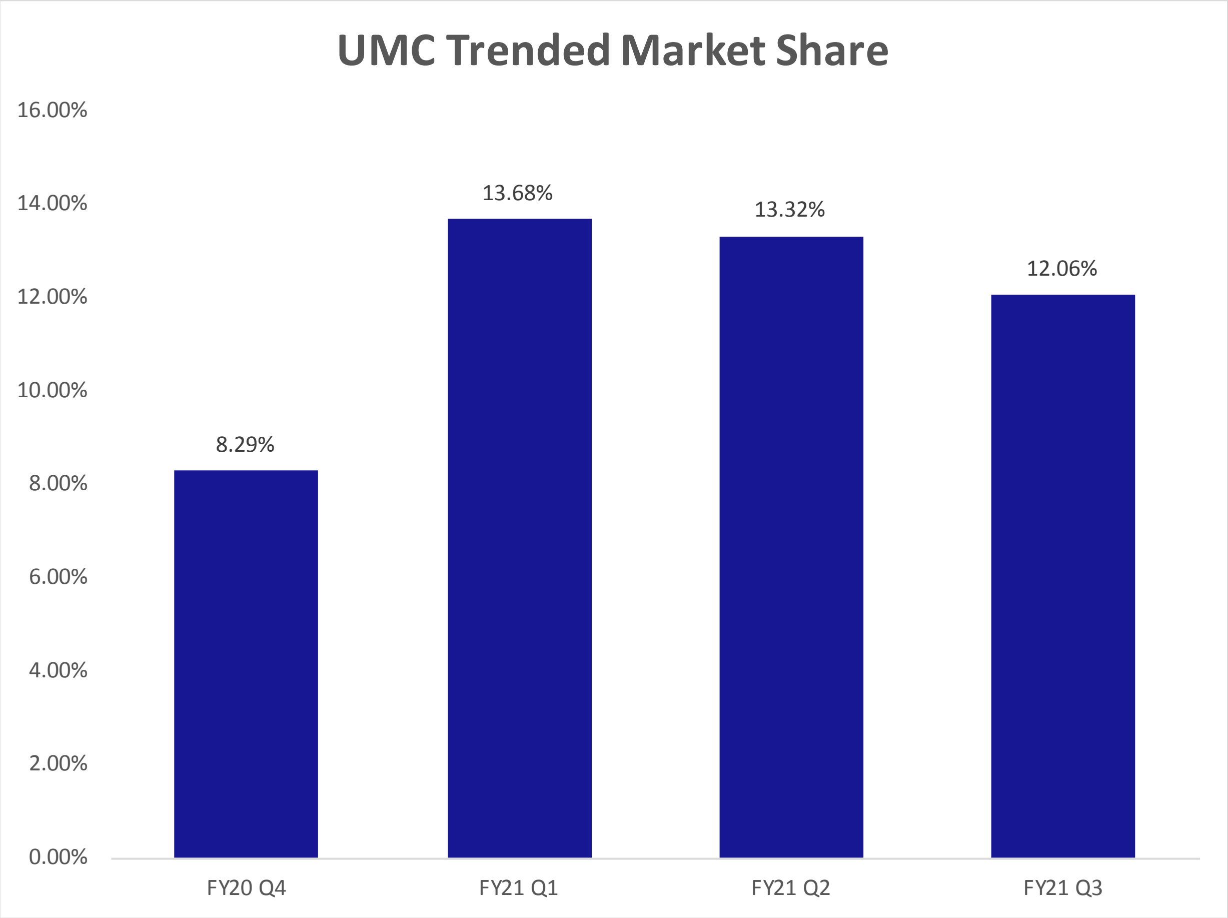
UMC Market Share- (IP, All Ages, FY 2020 Apr- FY 2021 Mar)

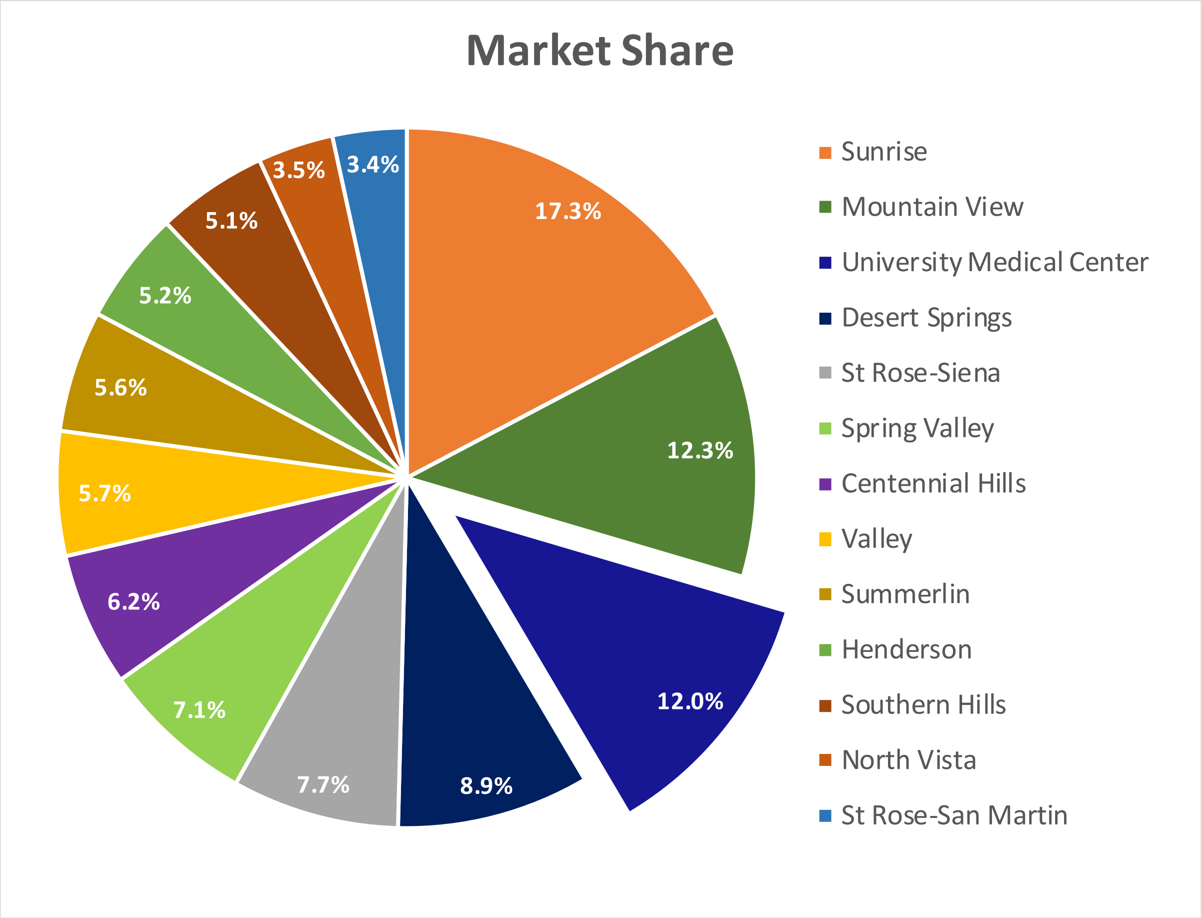




Market Share Update

General Surgery Market Share- (IP, Adult, FY 2020 Apr- FY 2021 Mar)





General Surgery Services

Service Line Update

Operational Update

- **Peri-Operative Operations Council -** Goal to improve efficiencies, flow, and cost control
- **The council is actively working on initiatives:**
  - Staffing realignment to volume and demand in order to utilize afternoon hours
  - Sustaining room turnover time of 24 minutes (goal was 30 min)
  - Revamping preadmission anesthesia consult clinic
  - Improve “first case on-time start” from 55% to 75%
    - Room delay codes Implemented Identify areas of improvement

Strategic Next Steps

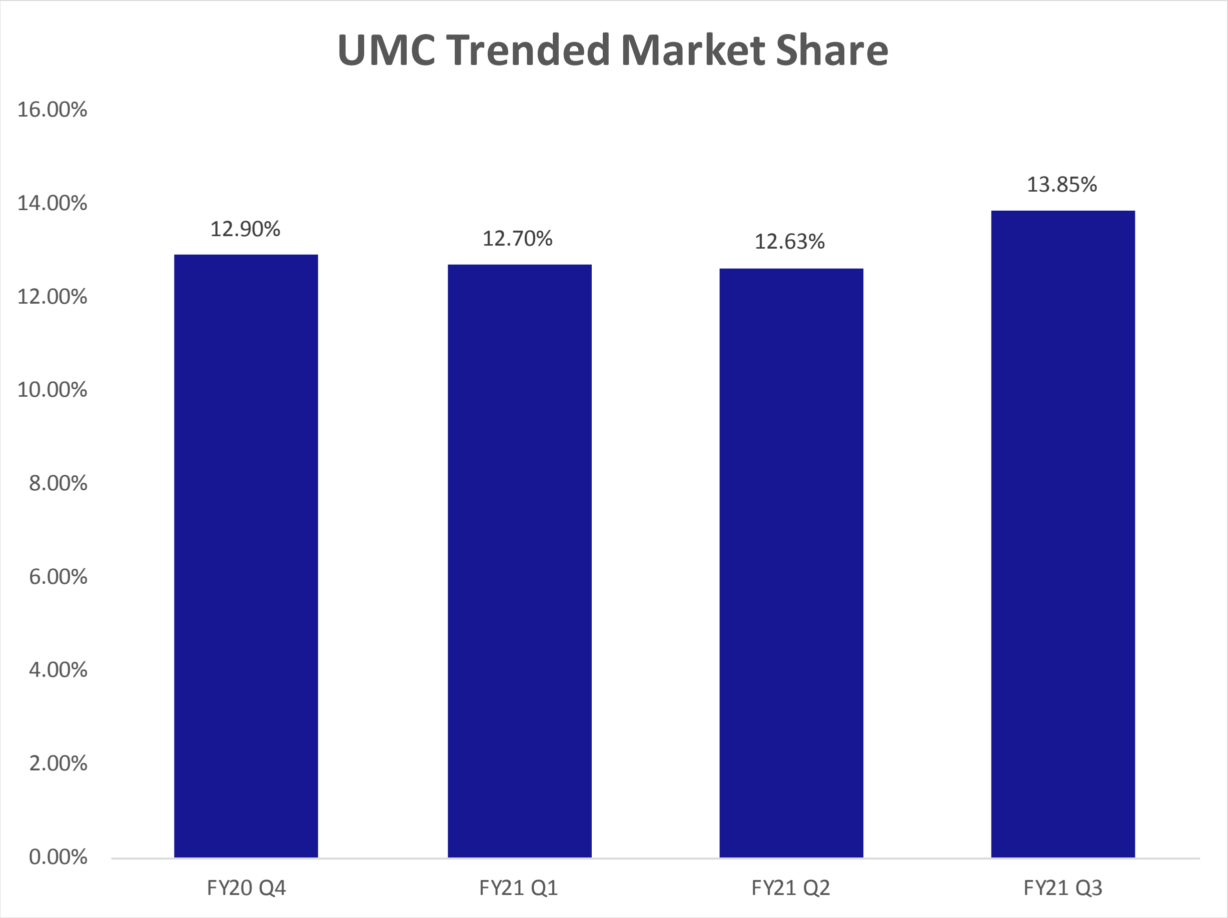
- Implement Peri Executive Committee (Key Decision Makers)
- Block time utilization parameter updates
- Value analysis team - July 2021
- Report outpatient FY22 data

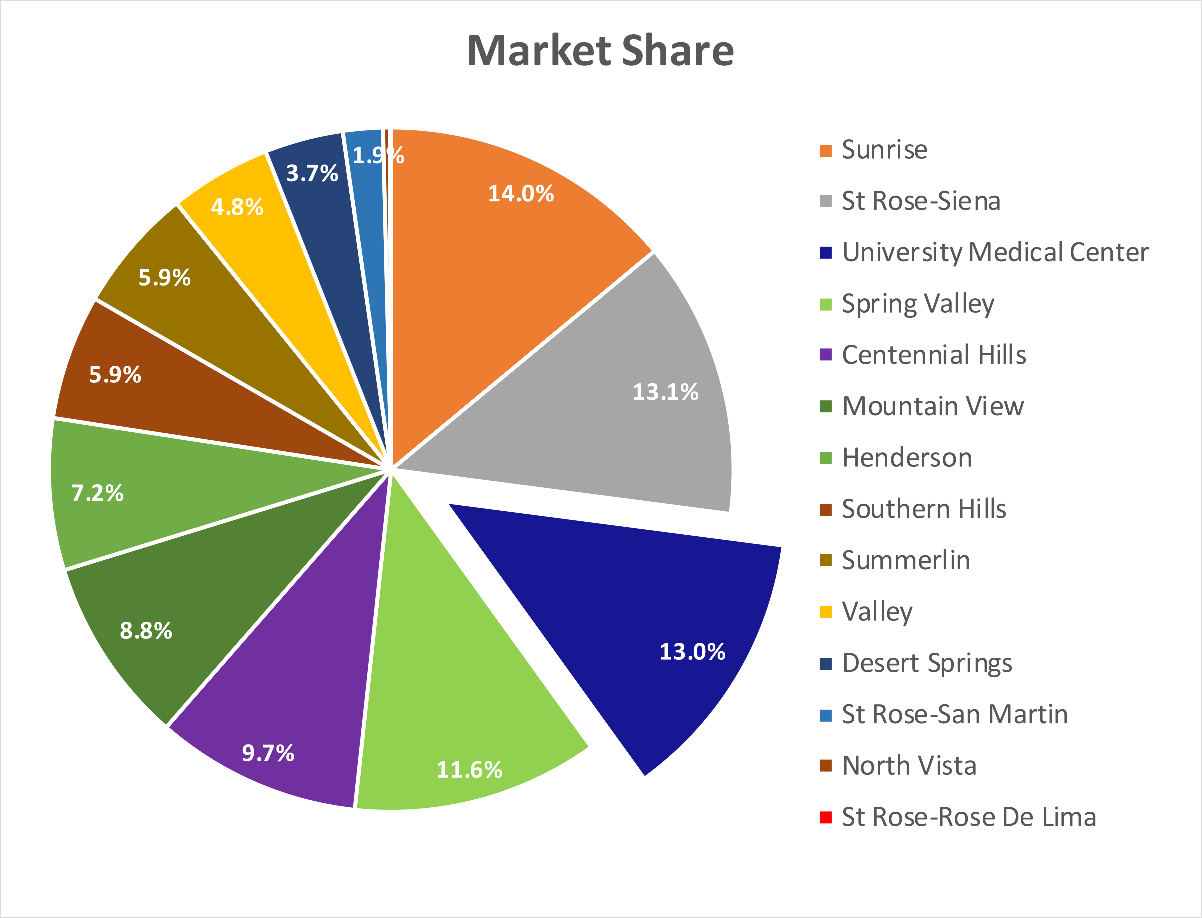
Technology Strategy

- EPIC “Prep For Case” pilot
  - Streamline pre-op scheduling from physicians office
- Intrado
  - Real time texting notification – Q1 2022 Live in all QC

Market Share Update

Orthopedics Market Share- (IP, Adult, FY 2020 Apr- FY 2021 Mar)





Orthopedic Services

Service Line Update

Operational Update

- Integrative Joint Program:
  - Dedicated 14 bed unit
  - Integrative Joint Camp Classes - Over 50 attendees since April 2021
  - Rosa orthopedic robot approved in June How many Cases???

Expense Control and Revenue Enhancement

- Total Hip Revision implant pricing reduction of $4,012 per hip with DJO compared to Zimmer
- Local agreement with Zimmer that will help to track total spend
- Zimmer – 8% discount on 33,000 products estimated savings of $415,000 per year -Completed
- CAP Pricing for implants on ROSA Completed

Strategic Next Steps

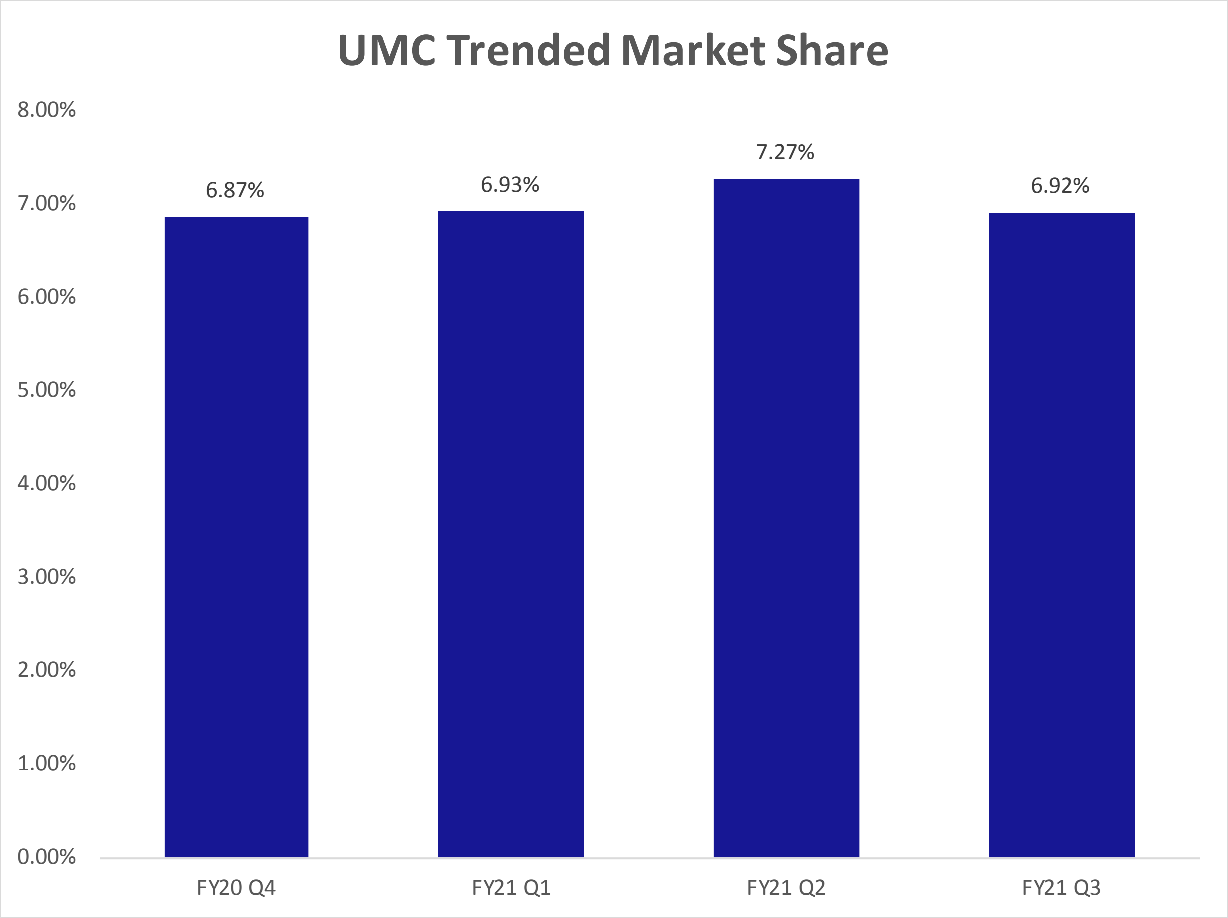
- Develop a new marketing campaign to encompass new Integrative Joint Program
- "Open House" to promote systems to community and physicians
- Review reimbursement opportunities for outpatient orthopedic procedures
- Promotion of new Rosa robot to physicians offices

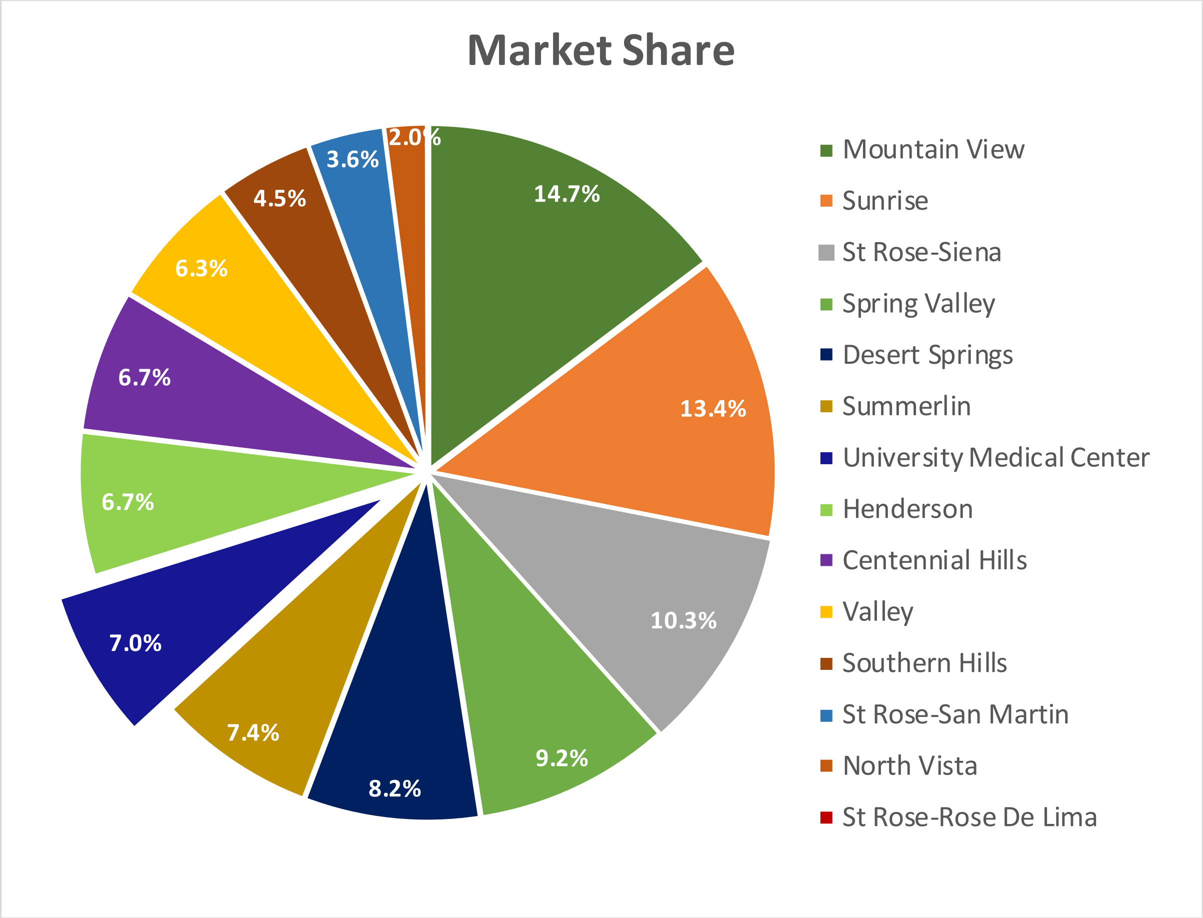
Technology Strategy

- ntrado Real time texting notification – Q1 2022 Live in all QC

Market Share Update

Cardiac Services Market Share- (IP, Adult, FY 2020 Apr- FY 2021 Mar)





Cardiac Services

Service Line Update

Operational Update

- Launch of “Touch & Go” which allows faster assessment of patient in hall rather than ED
  - UMC had a successful 18 minute door to balloon as a result of the program
- Cardiac Services Lab investment
  - Cath Lab 1 EP Lab & Cath Lab 2 operational
  - Phase III to be completed in August 2021
- Purchase of 4 new Echocardiogram Ultrasound machines
- EP Staff hired

Revenue Enhancement

- Versalus Health CDI for Cath Lab and Specials Lab

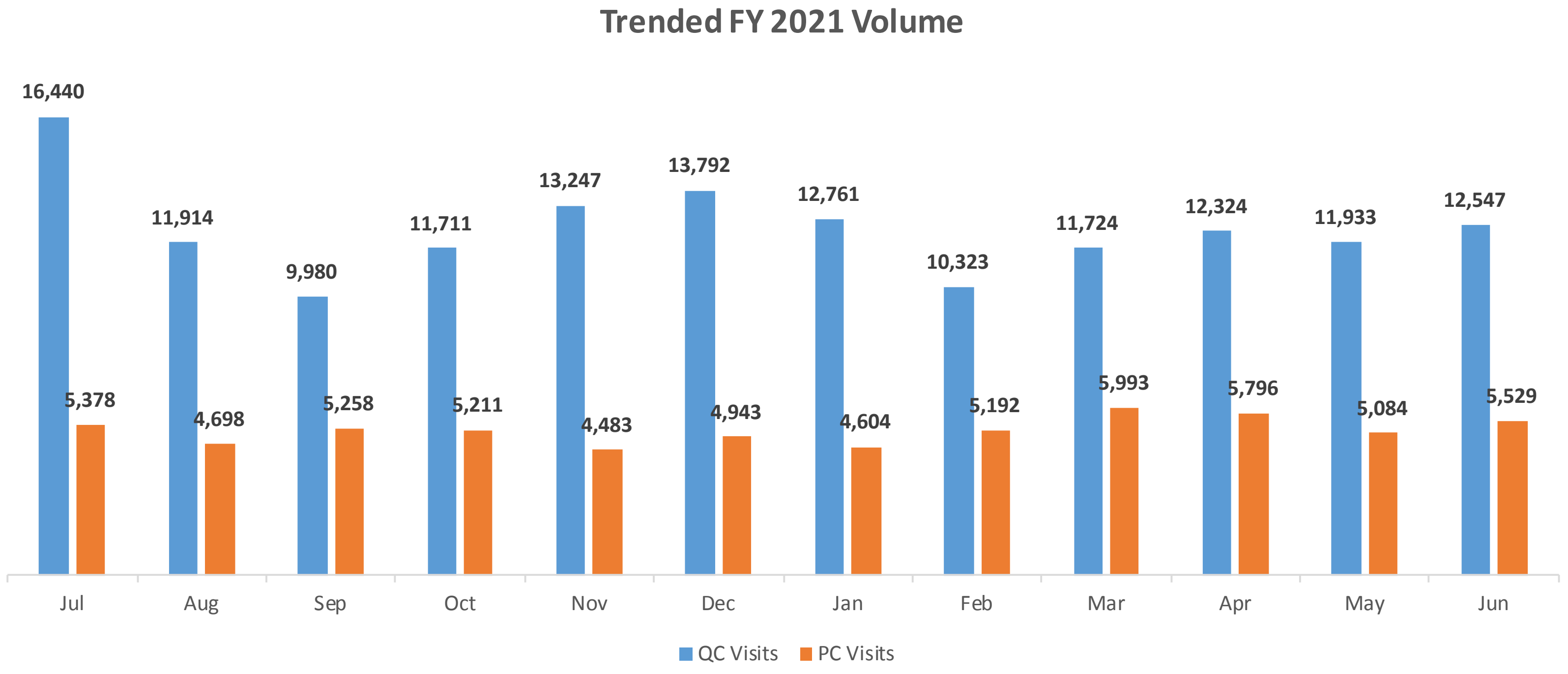
Strategic Next Steps

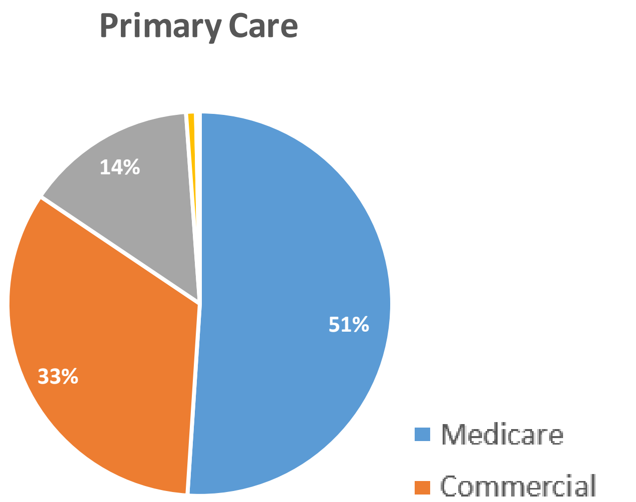
- Purchase, lease Biosense Webster (Carto) and Medtronic (Cryo) for EP Lap
- BAROSTIM Neo System device - Q1 FY22
- Dedicated room for TEE procedures will increase Cath Lab throughput
- Opening of Structural Valve Clinic, will act as a feeder for TAVR cases - Q1 FY22
- Planning in process for additional Cath Lab and Cardiac Remodel

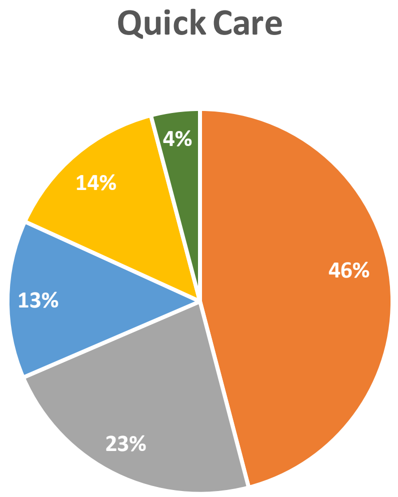
Technology Strategy

- Intrado - Real time texting notification – Q1 FY22 Live in all QC
- Implementation of telehealth consultations

Ambulatory Services







Ambulatory Services

Service Line Update

Operational Update

- UMC Express Care at LAS – Late Q1 FY22
- Aliante Primary Care and QC - Q2 FY22
- Wellness PC to expand to 2 days per week
- COVID Long-Haul Clinic – Addition of Community Referrals 7/28/21
- Advanced Center for Health added Covid testing and Vaccines
- Customer Service Training – Nurse Rounding Program
- Clinic Refresh: Peccole, Nellis and Enterprise ($3.7M)
  - Advanced Center for Health (2nd Level)
- Added Diagnostic testing to QC's : HIV and Rapid Covid

Revenue Enhancement

- Adding Quantaflo for Blood Flow Testing
- Improve Quality Based Incentives Payment Metrics - ACO,CE, CCM, PM
- Chronic Care Management (CCM)-Target Q1 FY22
- TCM Program
- Post Hospital Discharge Follow up Appointments
- Follow up Appointment scheduling in Primary Care

Ambulatory Services

Service Line Update

Strategic Next Steps

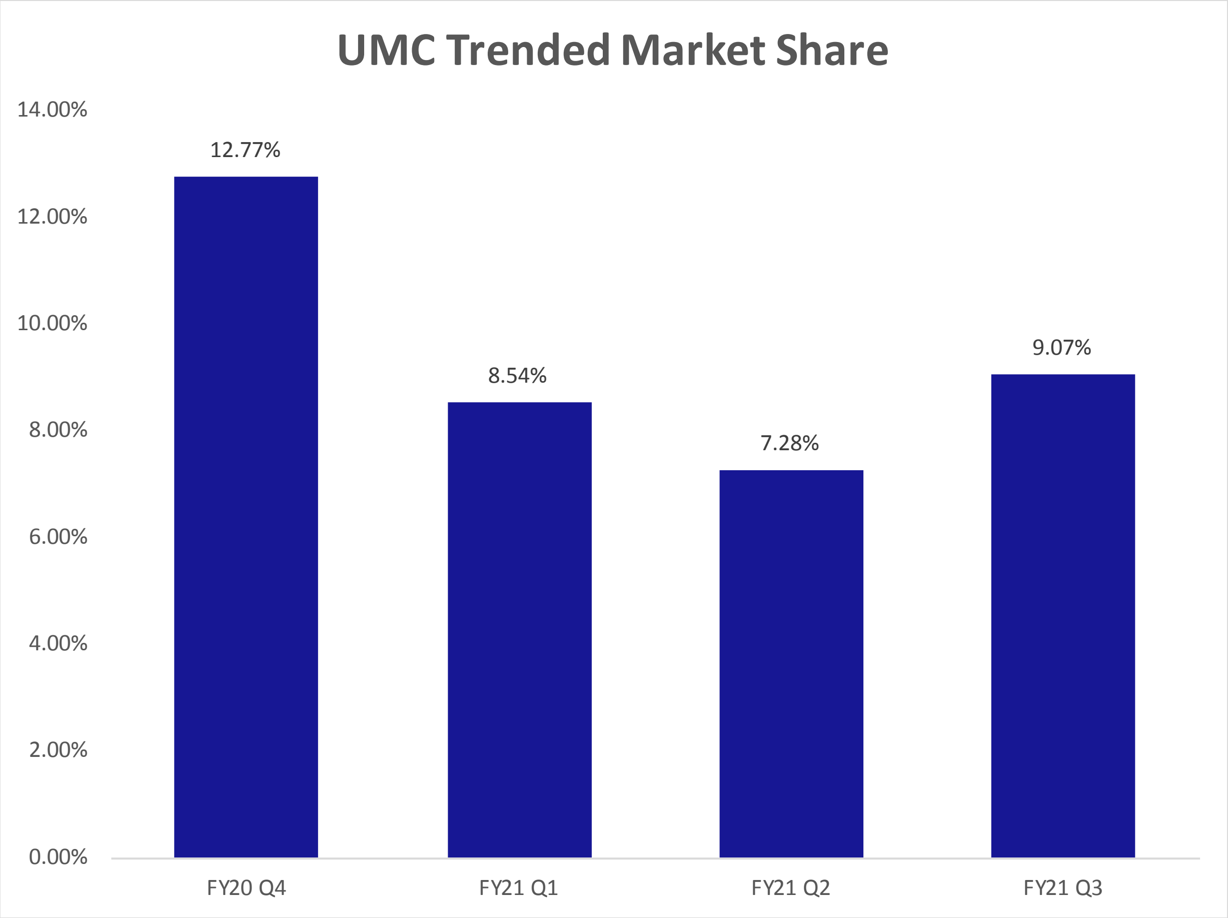
- Provider Staffing Realignment Model
  - Primary Care: 1 Physician, 2 NP - 12 NP's Hired
  - Quick Care: 1 Physician, 1 PA – Recruiting PA's
  - Provider Compensation Plan – Base Compensation Sept 1st
    - Working with Sullivan Cotter on RVU Program
- Optimize Staff Scheduling - Shift Hound App/Dynamic Productivity.
  - Project kicks off August 12th 10-12 weeks to completion

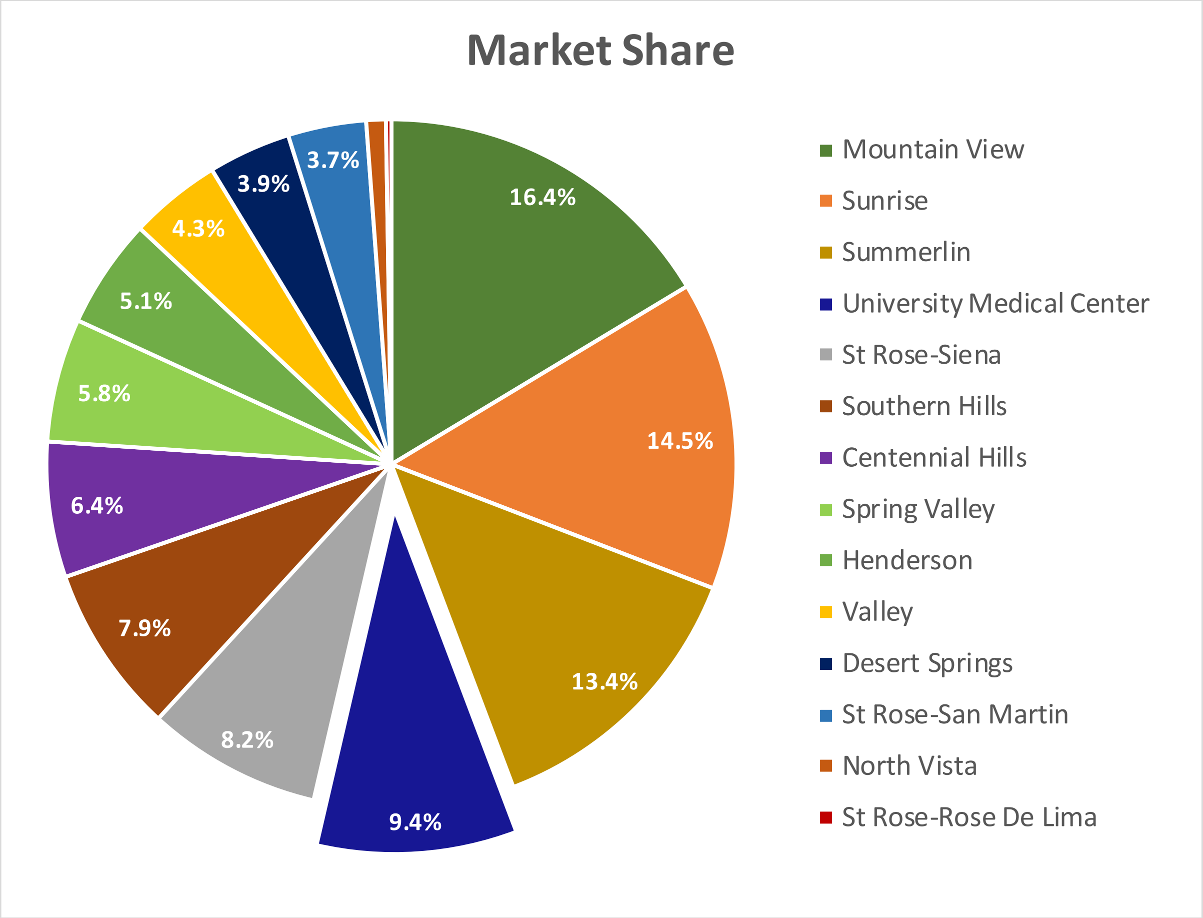
Technology Strategy

- Blue Tree/UMC Sprint Program - Operational Efficiencies, System Enhancement
  - Epic Optimization in Primary Care/Documentation Management
    - Onsite Provider training
    - Order Sets, Quality Metrics
- Telemedicine service line
- Enhanced patient usage of UMC Connect
- Digital billboards added, targeted mailers and new commercial to market UMC service lines
- Intrado - Real Time Texting Notification is Live for Clinics

Market Share Update

Oncology Services Market Share- (IP, Adult, FY 2020 Apr- FY 2021 Mar)





Oncology Services

Service Line Update

Operational Update

- Thoracic tumor board conference has resumed
- ION Robotic Navigation
- 6 cases completed since receipt of robot
- Credentialing another IP from UNLV SOM (already ION trained)

Revenue Enhancement

- Outpatient infusion clinic 340B program decreases expenses
- Clinical trial opportunities to enhance revenue

Strategic Next Steps

- Strategic alignment with UNLV SOM to develop a robust Interventional Pulmonology Program
- Outpatient PFT lab collaboration UNLV & UMC

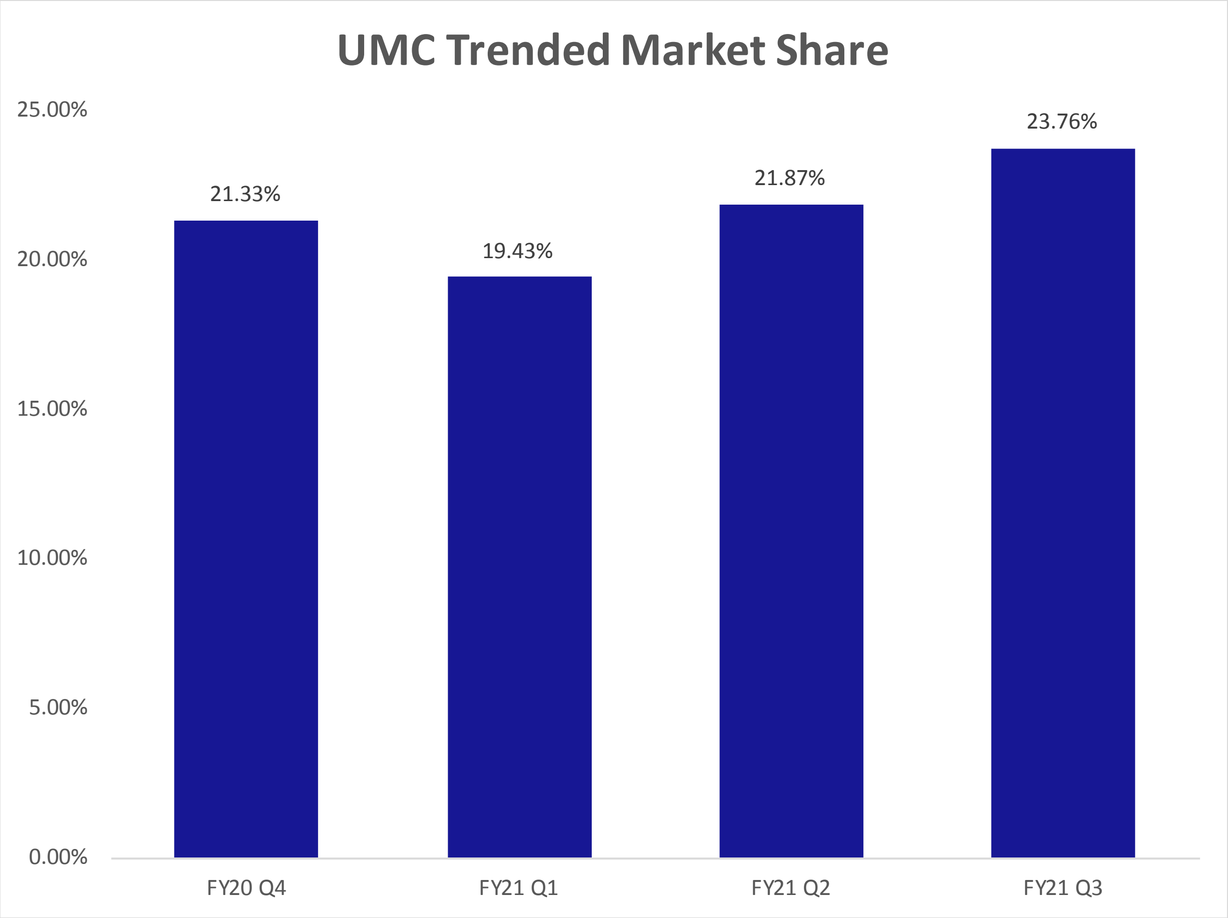
Technology Strategy

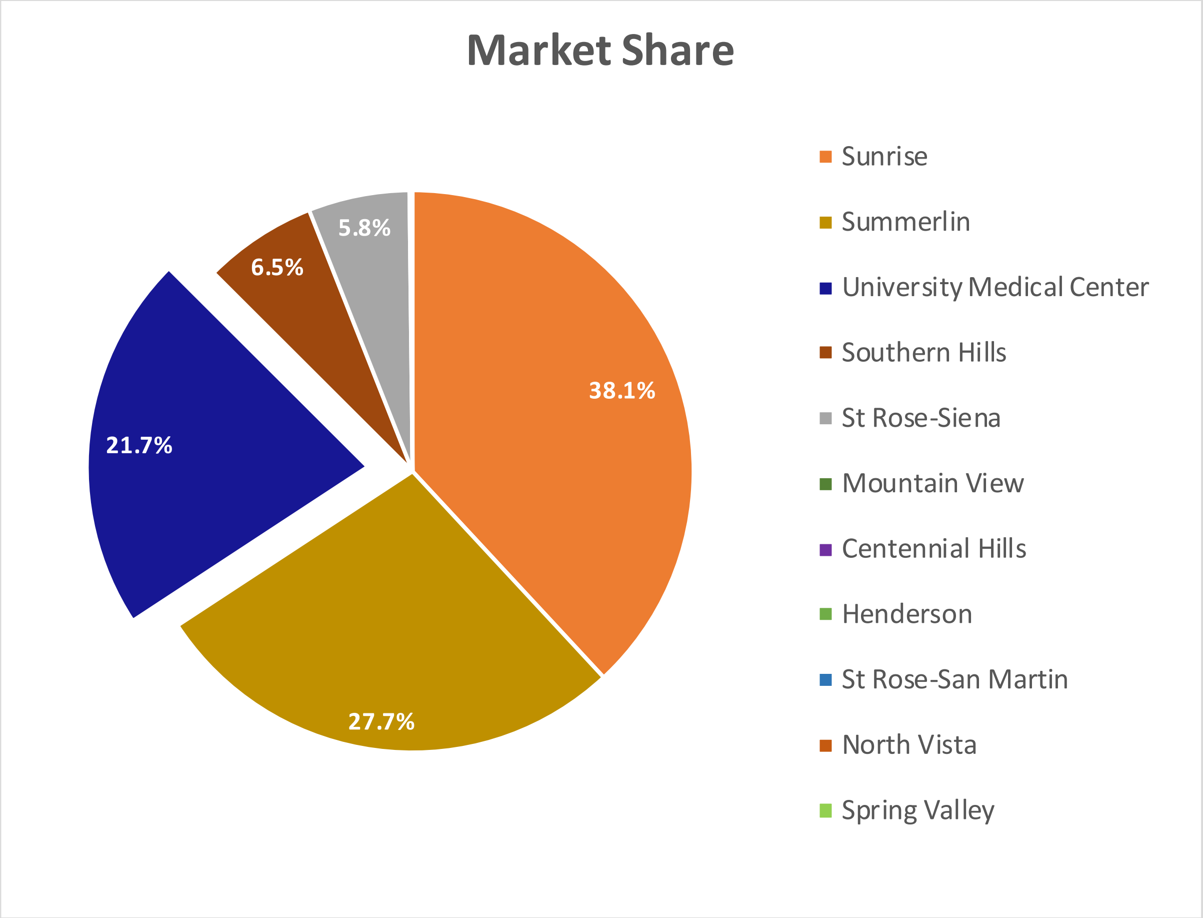
- Physician credentialing for lung volume reduction with valves
- Pleural catheter placement and medical pleuroscopy

Market Share Update

UMC UNIVERSITY MEDICAL CENTER

Children's Hospital Market Share- (IP, <18, Excl. Gynecology, Neonatology, Obstetrics, FY 2020 Apr- FY 2021 Mar)





Children's Hospital

Service Line Update

Operational Update

- Launched UMC Pediatric Critical Care Transport Team
  - Grant funded initiative with Community Ambulance
  - Team consists of specialty trained pediatricians
  - Since first transport on February 1st, the team has had over 45 transfers
- Dedicated Ped's SANE Program
- NICU unit refresh

Revenue Enhancement

- Pediatrics Charge Review is underway
- NICU level charge review
  - Employee education on proper billing of NICU care levels
    - Hard stop placed on accounts for 2nd review
    - Denials subsequently dropped from $675K to $71K year over year

Strategic Next Steps

- Dedicated anesthesia for pediatrics

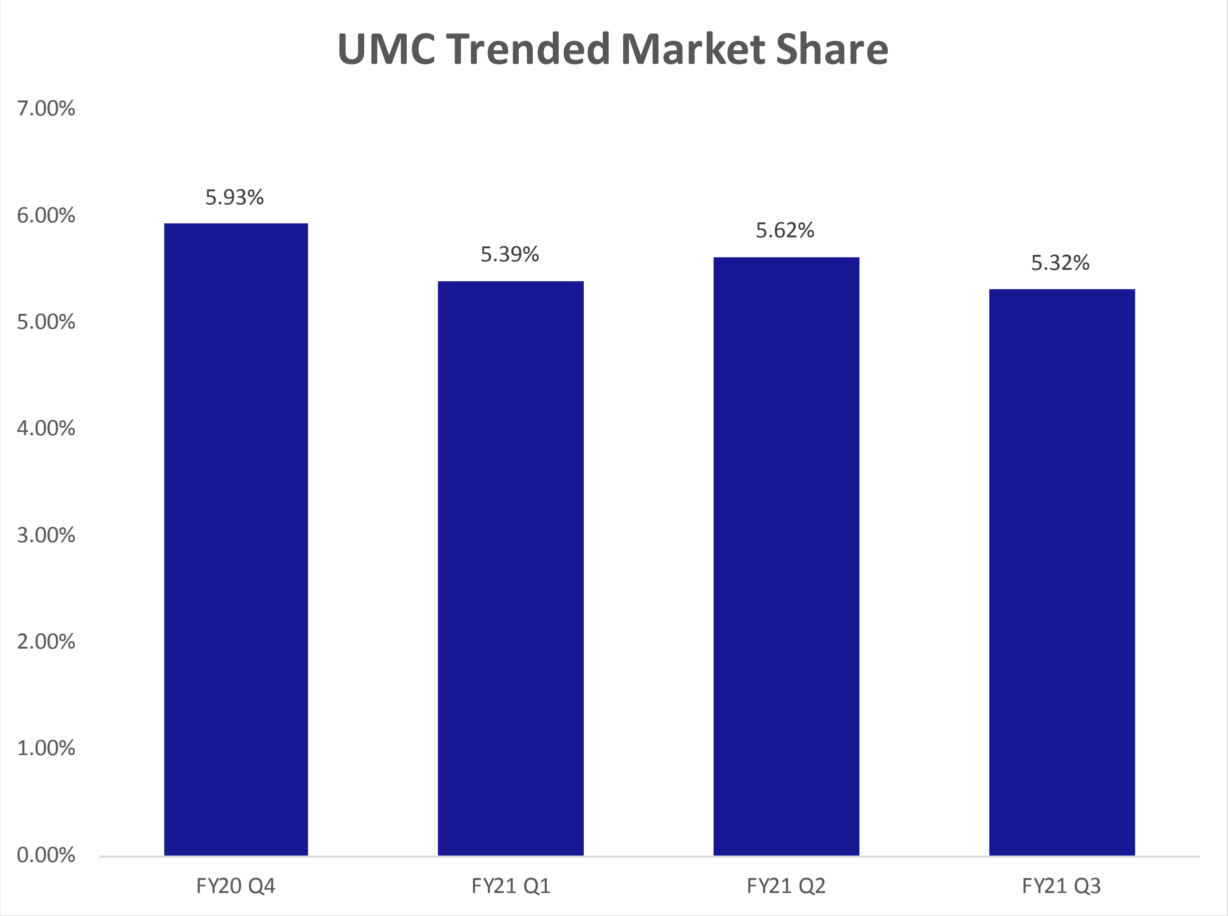
Technology Strategy

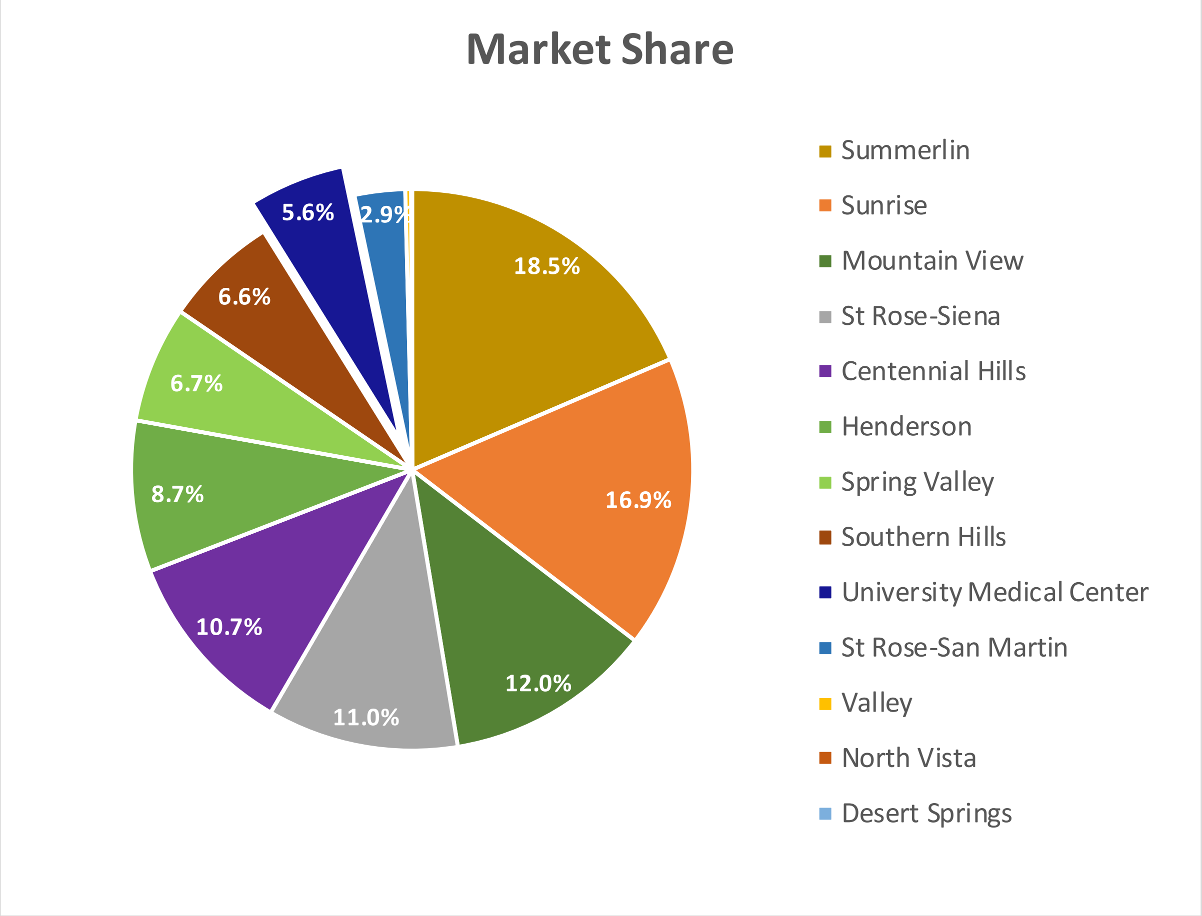
- Telemedicine and E-Consults

Market Share Update

UMC UNIVERSITY MEDICAL CENTER

Women's Hospital Market Share- (IP, Gynecology, Neonatology, Obstetrics, FY 2020 Apr- FY 2021 Mar)





Service Line Update

Operational Update

- Complete renovation and furniture refresh of perinatal elevator lobby and the main nurses station
- Refresh continues in the labor rooms and will be complete in September
- Purchase of two new ultrasound machines that send the patient a link to the pictures of the baby

Strategic Next Steps

- Targeted marketing to the community and marketing to private providers in the community
- Social media campaign
- Strategic alignment with UNLV for service line opportunities

Technology Strategy

- Purchase of Air-Strip technology
  - Allows obstetricians to view the fetal heart rate tracing of their patients from a mobile device, increasing patient safety and physician satisfaction
- Purchase of NicView Remote live-streaming monitoring for parents to view their infant while in the NICU

Women's Services

UMC
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Perinatal Lobby and Nurses Station

Las Vegas Hospital System Activity

UMC
UNIVERSITY MEDICAL CENTER

HCA

UNLV MEDICINE

Dignity Health

UHS

Intermountain Healthcare

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
AGENDA ITEM

Issue: **COVID Report**	**Back-up:**
Petitioner: Tony Marinello, Chief Operating Officer	
Recommendation: **That the Governing Board Strategic Planning Committee receive a report regarding COVID and future response; and direct staff accordingly.** ***(For possible action)***	

FISCAL IMPACT:

None

BACKGROUND:

The Committee will receive a report regarding COVID and future response.

Cleared for Agenda
August 5, 2021

Agenda Item #

5

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
AGENDA ITEM

Issue:	**Budget Detail for 5-Year Plan**	**Back-up:**
Petitioner:	Tony Marinello, Chief Operating Officer	

Recommendation:

That the Governing Board Strategic Planning Committee receive a review of the Budget Detail and how it relates to the 5-year plan; and direct staff accordingly. *(For possible action)*

FISCAL IMPACT:

None

BACKGROUND:

The Chief Financial Officer will present the budget detail as it relates to the 5-year plan.

Cleared for Agenda
August 5, 2021

Agenda Item #
6

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
AGENDA ITEM

Issue:	**FY21 CEO Performance Goals**	**Back-up:**
Petitioner:	Tony Marinello, Chief Operating Officer	

Recommendation:

That the Governing Board Strategic Planning Committee discuss CEO Objectives for Fiscal Year 2021 as it relates to the UMC Governing Board Strategic Planning Committee and make a recommendation to the Human Resources and Executive Compensation Committee; and direct staff accordingly. *(For possible action)*

FISCAL IMPACT:

None

BACKGROUND:

The Strategic Planning Committee will discuss CEO objective for FY21 and make a recommendation to the Human Resources Committee.

Cleared for Agenda
August 5, 2021

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FY 21 CEO Performance Objective Review

CEO Performance Objective #1

FY 21 Strategic Planning Committee

Continued Leadership in Las Vegas Medical District:
Continue to play a leading role in the development of the Las Vegas Medical District.

CEO Performance Objective #1

FY 21 Strategic Planning Committee

UMC has continued to demonstrate leadership in the Medical District through:

- Attracting new patients to the medical district through expanded services
    - Advanced Center for Health
    - COVID-19 Vaccine Clinic at Delta Point
- Serving as the MSAC (Medical Surge Area Command) headquarters for community leaders as they responded to the impacts of COVID-19 on the Southern Nevada health system
- Hosting COVID-19 Healthcare forums for healthcare leaders to collaborate and respond to urgent pandemic needs
- Campus façade plans which will enhance the aesthetics of the Medical District
- Leadership in multiple medical district committees focusing on safety, marketing, master planning, and development

CEO Performance Objective #2

FY 21 Strategic Planning Committee

Improved Results in the Six Focus Areas: Deliver improved results (financial and clinical) in the six focus areas (Ambulatory, Cardiology, General Surgery, Oncology, Orthopedics and Pediatrics).

CEO Performance Objective #2

FY 21 Strategic Planning Committee

Service Line	FY 20 Cont. Marg/case	FY 21 Cont. Marg/case	Variance	FY 20 Cont. Margin %	FY 21 Cont. Margin %	Variance
Ambulatory PC	($12.81)	$10.70	**$23.51**	(10.80%)	8.48%	**19.28%**
Ambulatory QC	$4.66	$28.36	**$23.70**	3.63%	21.26%	**17.64%**
Cardiology	$3.60K	$4.58K	**$0.99K**	23.59%	28.79%	**5.19%**
General Surgery	$6.14K	9.14K	**$2.99K**	20.57%	20.92%	**0.35%**
Oncology	($3.52K)	$1.11K	**$4.62K**	(25.87%)	8.96%	**34.83%**
Orthopedics	$3.70K	$5.51K	**$1.81K**	22.31%	29.30%	**6.99%**
Children's *	$615.95	$428.07	**($187.88)**	10.62%	8.31%	**2.30%**

FY Data YTD through May

COVID Decreased Volumes in Peds, OB and NICU

CEO Performance Objective #3

FY 21 Strategic Planning Committee

Establish at least one new Ambulatory service for UMC to strategically respond to COVID-19 needs for the community in partnership with UNLV SoM.

CEO Performance Objective #3

FY 21 Strategic Planning Committee

UMC and UNLV Medicine collaborated in providing services to the Las Vegas community in response to COVID-19 through:

- COVID Recovery Clinic
- Pulmonary Patient Care
- Vaccine Sites
- Community Wide Testing

CEO Performance Objective #4

FY 21 Strategic Planning Committee

Develop new Annual Strategic Plan and a five-year financial plan (FY 21 – FY 25 inclusive) for UMC as a whole with a consolidated income statement and cash flow statement. The plan will be granular down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.

CEO Performance Objective #4

FY 21 Strategic Planning Committee

Implemented Axiom Financial Planning module

- Hybrid approach utilizing Current Year Forecast and Financial Planning to achieve level of customization required to meet the objective

Base Year

- FY 2022 Budget is the base year for the 5 year plan

Future Updates

- Input from Strategic Planning Committee should be provided by December 31st of each year to be incorporated in the following year's budget

- Once a new budget is finalized, the tool will update future years

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
AGENDA ITEM

Issue:	**FY22 CEO Performance Objectives**	**Back-up:**
Petitioner:	Tony Marinello, Chief Operating Officer	

Recommendation:

That the Governing Board Strategic Planning Committee have a discussion regarding Fiscal Year 2022 CEO Objectives; and direct staff accordingly. *(For possible action)*

FISCAL IMPACT:

None

BACKGROUND:

The Committee will discuss the Fiscal Year 2022 CEO Objectives.

Cleared for Agenda
August 5, 2021

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FY 22 CEO Performance Objective Review

CEO Performance Objective #1

FY 22 Strategic Planning Committee

Continued Leadership in Las Vegas Medical District:
Continue to play a leading role in the development of the Las Vegas Medical District.

CEO Performance Objective #2

FY 22 Strategic Planning Committee

Improved financial and clinical results in specialty service lines.

CEO Performance Objective #3

FY 22 Strategic Planning Committee

Establish a enterprise-wide facilities capital plan.

CEO Performance Objective #4

FY 22 Strategic Planning Committee

Develop new Annual Strategic Plan and a five-year financial plan (FY 21 – FY 25 inclusive) for UMC as a whole with a consolidated income statement and cash flow statement. The plan will be granular down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.

UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
AGENDA ITEM

Issue:	**Emerging Issues**	**Back-up:**
Petitioner:	Tony Marinello, Chief Operating Officer	

Recommendation:

That the Strategic Planning Committee identify emerging issues to be addressed by staff or by the Strategic Planning Committee at future meetings; and direct staff accordingly. ***(For possible action)***

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
August 5, 2021

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