



UMC Strategic Planning

Strategic Planning Committee

UMC Trauma Building - Providence Suite 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
February 2, 2023, 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.

PUBLIC COMMENT. This is a period devoted to comments by the general public about items on **this** agenda. If you wish to speak to the Committee about items within its jurisdiction but not appearing on this agenda, you must wait until the "Comments by the General Public" period listed at the end of this 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. If any member of the Committee wishes to extend the length of a presentation, this will be done by the Chair, or the Committee by majority vote.

2. Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on December 1, 2022. (For possible action)

3. Approval of Agenda. (For possible action)

SECTION 2: BUSINESS ITEMS

4. Receive a report regarding UMC Service Line Performance Overview; and direct staff accordingly. *(For possible action)*
5. Receive an update on the FY24 Budget Initiatives; and direct staff accordingly. *(For possible action)*
6. Receive an update on the FY23 Organizational Goals; and direct staff accordingly. *(For possible action)*
7. Receive an update regarding UMC/UNLV business strategy; and direct staff accordingly. *(For possible action)*
8. Receive an update regarding the Medical District and Façade progress; 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 ADMINISTRATION KEEPS THE OFFICIAL RECORD OF ALL PROCEEDINGS OF UMC GOVERNING BOARD STRATEGIC PLANNING COMMITTEE. IN ORDER TO MAINTAIN A COMPLETE AND ACCURATE RECORD OF ALL PROCEEDINGS, ANY PHOTOGRAPH, MAP, CHART, OR ANY OTHER DOCUMENT USED IN ANY PRESENTATION TO THE BOARD SHOULD BE SUBMITTED TO UMC ADMINISTRATION. IF MATERIALS ARE TO BE DISTRIBUTED TO THE COMMITTEE, PLEASE PROVIDE SUFFICIENT COPIES FOR DISTRIBUTION TO UMC ADMINISTRATION.

THE COMMITTEE MEETING ROOM IS ACCESSIBLE TO INDIVIDUALS WITH DISABILITIES. WITH TWENTY-FOUR (24) HOUR ADVANCE REQUEST, A SIGN LANGUAGE INTERPRETER MAY BE MADE AVAILABLE (PHONE: 765-7949).

**University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
December 1, 2022**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, December 1, 2022
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 9:00 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
Dr. Don Mackay
Robyn Caspersen
Renee Franklin
Christian Haase (Via WebEx)
Mary Lynn Palenik (Via WebEx – joined at 10:00am)

Absent:

None

Also Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Chris Jones, Executive Director of Support Services
Shana Tello, Academic and External Affairs Administrator
Maria Sexton, Chief Information Officer
Susan Pitz, General Counsel
Stephanie Ceccarelli, 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 October 6, 2022. *(For possible action)*

FINAL ACTION: A motion was made by Member Mackay 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 Caspersen 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 Overview; and direct staff accordingly. (*For possible action*)

DOCUMENT SUBMITTED:

- Service Line Update Presentation

DISCUSSION:

Tony Marinello, COO presented the service line updates for all services lines.

In general surgery, FCOTS (First Case On Time Start) for inpatients is at 41%. Lack of anesthesiologist coverage has been an issue, but this will be resolved by the first of the year. A review of capital expenditures, strategic next steps and technology strategy was provided. A lengthy discussion ensued regarding the link between anesthesia coverage and FCOTS. UMC leadership is working with the school to develop a long term anesthesia and CRNA program.

Renderings of the OR Suite renovations were shown. Prioritization and strategy of the capital projects within the 6 service lines was discussed.

The new orthopedic outpatient service line opened November 1st. There has been a total of 616 total joint replacements since 2021. The possibility of having online/virtual joint camp classes for our patients is a goal. Attendance in joint classes decreased 3% in the last quarter, but there has been a 1% increase of patient having ERAS ordered. A build is in progress for dashboard/reports for the Integrative Joint Program. More Epic tools are planned to be implemented.

Mr. Van Houweling commented that well over 100 new patients coming to the Orthopedic Clinic each day. This is an opportunity UMC has to touch more lives and help the community. There was continued discussion regarding the growth that will come with this new orthopedic service line.

Chair Hagerty mentioned, in terms of the budget for next year, if there is an improvement in volumes, we need to focus on the run rate in 4th quarter as opposed to all of FY 23, in terms of year over year changes. We want to make sure we get the benefit of the improvements, which won't be seen until Q4 of for all of FY24.

Member Franklin emphasized the importance of working with the experience team to provide our patients with a flawless experience as the surgeries increase.

The orthopedic discussion continued with expense control and revenue enhancement updates and strategic next steps with new marketing campaigns and gold standard accreditation. Cost reduction on hip and knee implants estimated at an annual savings \$500K. A discussion ensued regarding budget planning and patient satisfaction.

Cath procedures remain strong, averaging approximately 190 per month. The Cath lab is running at 100% efficiency with turnover rates less than 10 minutes. The team discussed the need for another Cath lab due to record volumes. Mr. Marinello reviewed the capital investments, revenue enhancements and strategic next steps.

Operational updates in Children's Hospital highlighted the work being done, in conjunction with the UMC Foundation, to update the pediatric units. The discussion continued with other capital investments, revenue enhancements and strategic next steps.

In Women's services, OB anesthesia providers began in October; obstetricians have expressed their satisfaction with the employed OB anesthesiologists.

Ambulatory services continue to grow. Volumes were down during the quarter, but are now going back up. The orthopedic clinic opened November 1st and are seeing an average of 70 patients per day. Aliante Primary Care and Quick Care has a planned opening in February 2023; we are currently recruiting and working with UNLV for staffing. No-show rates at 18% overall, which is well above the national average of 7%. Approximately 98% of patients are offered MyChart, with a 70% adoption rate.

UMC continues to review opportunities to purchase versus leasing clinics. All clinics are being updated with equipment. Revenue enhancements and other operational updates were reviewed. Increasing the ability for patients to self-schedule via MyChart is in process. There was discussion regarding the process for patients upload of medical documents and records into Epic and reminder notifications for patient appointments to improve no-show rates. Images of the Aliante Quick Care were also shown. Anticipated occupancy will begin mid-January.

The Committee next reviewed the market share and financial impacts of all service lines, focusing on those that have seen adverse changes year over year, such as cardiac services, orthopedics and primary care. There was lengthy discussion regarding strategy to improve in these service lines and root cause of decreased margins. A discussion continued regarding the payor mix comparisons in the market share in transplant services.

Mr. Van Houweling commented that the first pancreas transplant is anticipated in the coming month.

Oncology is doing less business, but shows more revenue. Children's and Women's Services are doing well.

FINAL ACTION TAKEN:

None taken.

ITEM NO. 5 Receive an update regarding UMC/UNLV business strategy; and direct staff accordingly. (For possible action)

DOCUMENT SUBMITTED:

- None

DISCUSSION:

Chair Hagerty began the discussion highlighting the four topics that are important components of service in the community: Anesthesia Service, CRNAs, Oncology and Stroke Care. The Committee discussed the steps moving forward in working together with UNLV on these programs.

Mr. Van Houweling commented that there have been discussions with UNLV and Intermountain regarding an opportunity to build a strategic plan with inpatient coverage; this collaboration may happen in the future. He thinks we should hold on the service line in oncology, but we are working with other facilities to provide care for oncology patients.

In stroke care, UMC is an Accredited Stroke Care center and we offer Primary Stroke Care and would need 24/7 Neuro coverage to be a Comprehensive Stroke Care center. We will continue to work with the school to provide coverage to build this program.

FINAL ACTION TAKEN:

None

SECTION 3. EMERGING ISSUES

ITEM NO. 6 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. (For possible action)

DISCUSSION:

1. Kauffman Hall software platform
2. Façade Update – Shana Tello provided a brief update on the status of the project. The contract is anticipated to go to the January board meeting.
3. Hospital of the Future book review
4. Las Vegas Medical District Update

FINAL ACTION TAKEN:

None

COMMENTS BY THE GENERAL PUBLIC:

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

At the hour of 10:39 a.m., Chair Hagerty adjourned the meeting

APPROVED:

MINUTES PREPARED BY: Stephanie Ceccarelli, Board Secretary

DRAFT

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

Issue: UMC Service Line Performance Overview	Back-up:
Petitioner: Tony Marinello, Chief Operating Officer	
Recommendation: That the Governing Board Strategic Planning Committee receive a report regarding UMC Service Line Performance Overview; and direct staff accordingly. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

The Committee will receive an update regarding UMC's Service Line Performance data.

Cleared for Agenda
February 2, 2023

Agenda Item #

4

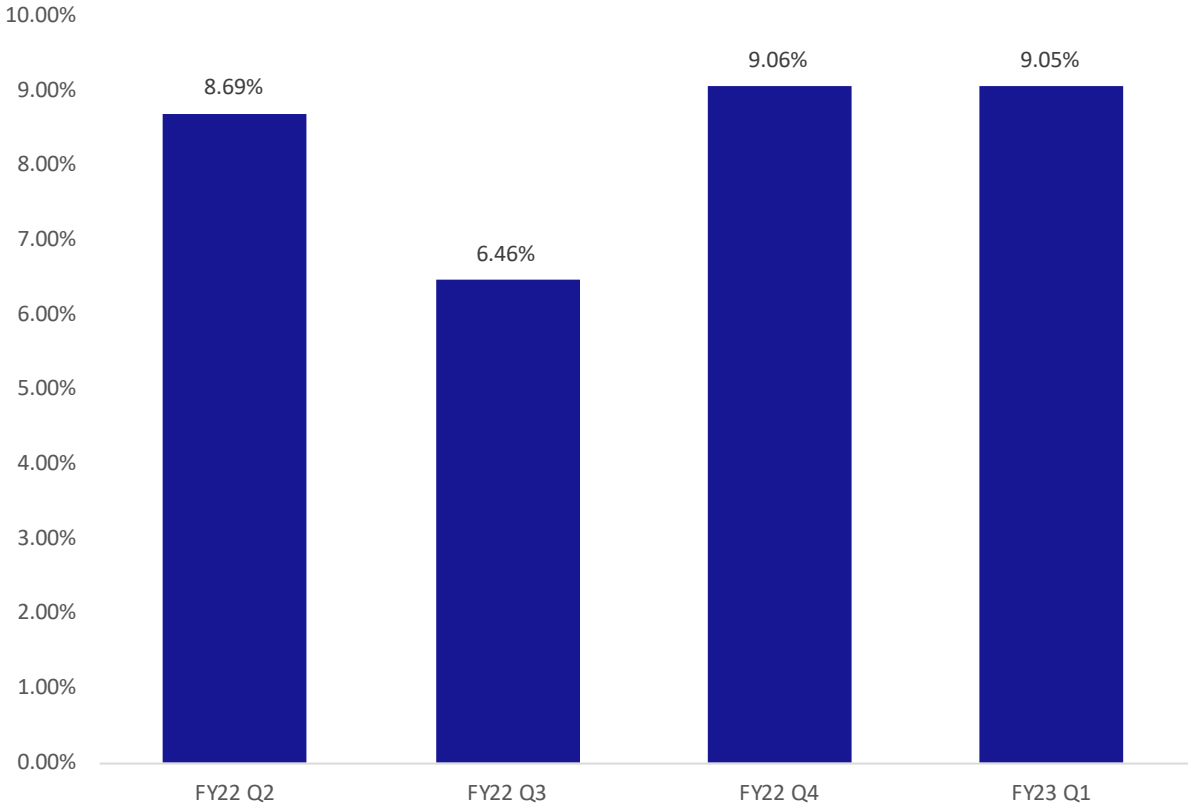


Strategy Committee Service Line Update February 2, 2023

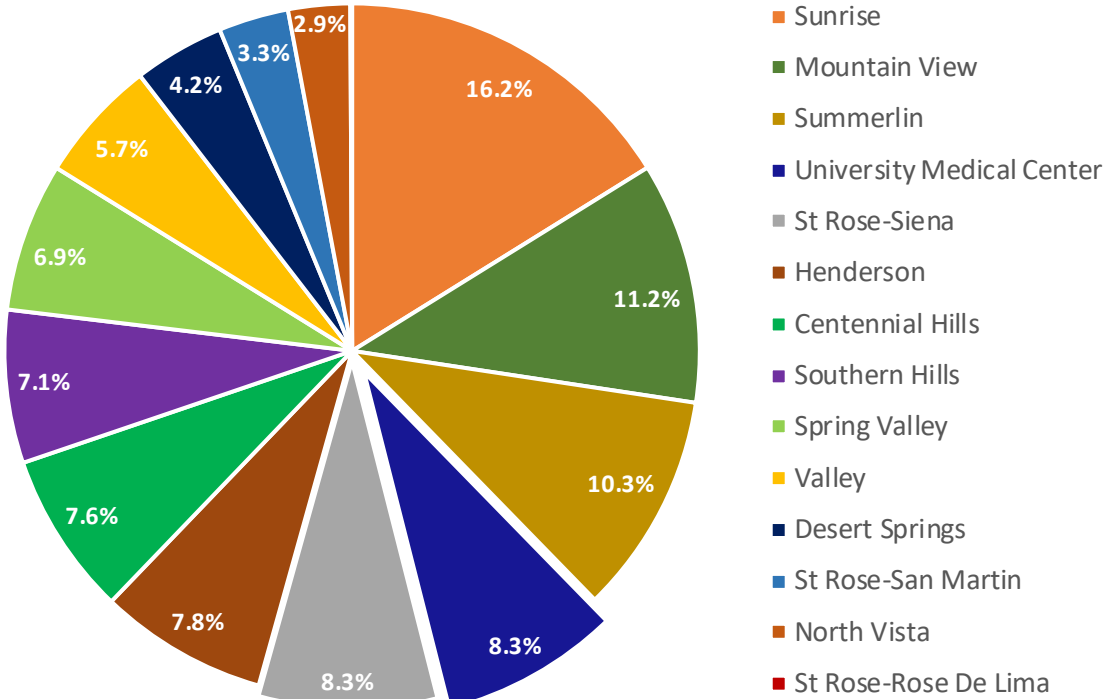
Market Share Update

UMC Market Share- (IP, All Ages, FY 2022 Oct- FY 2023 Sep)

UMC Quarterly Trended Market Share

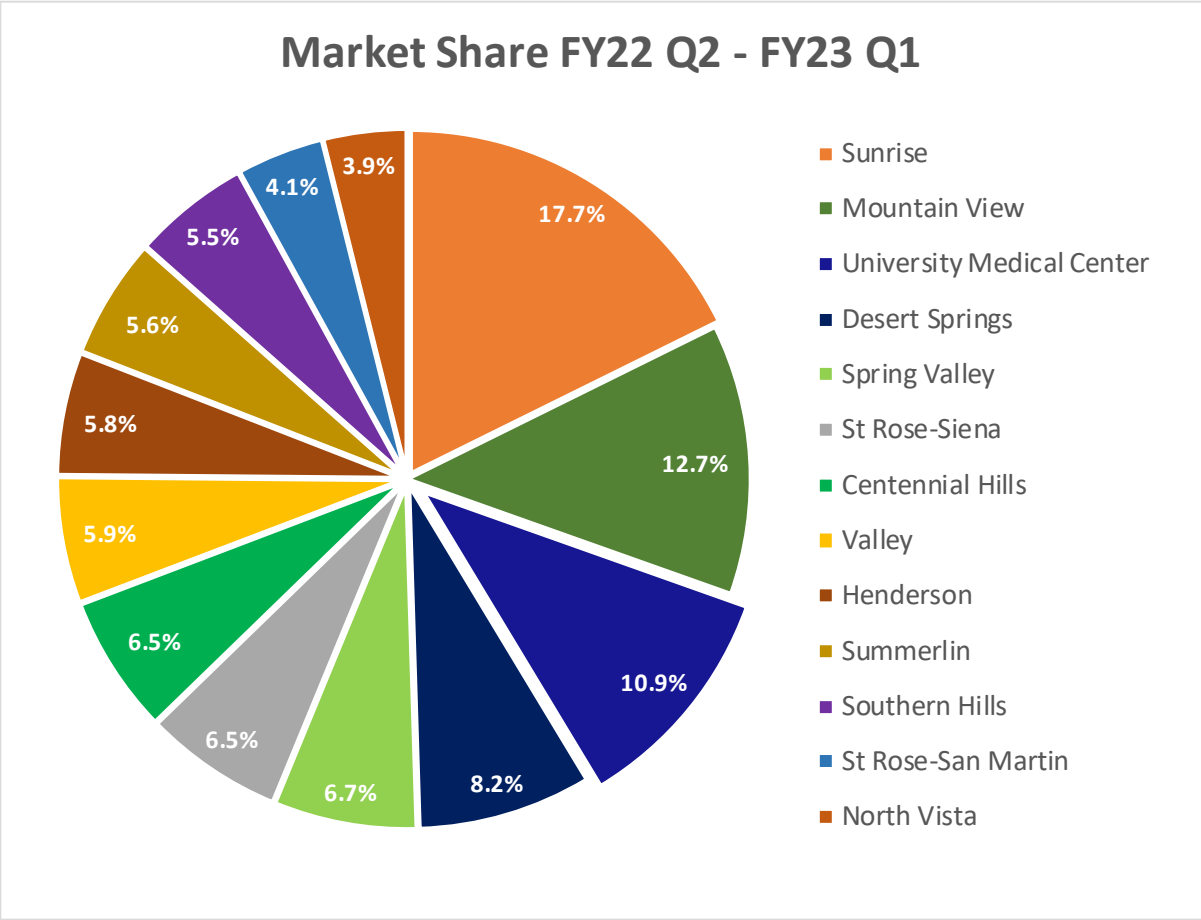
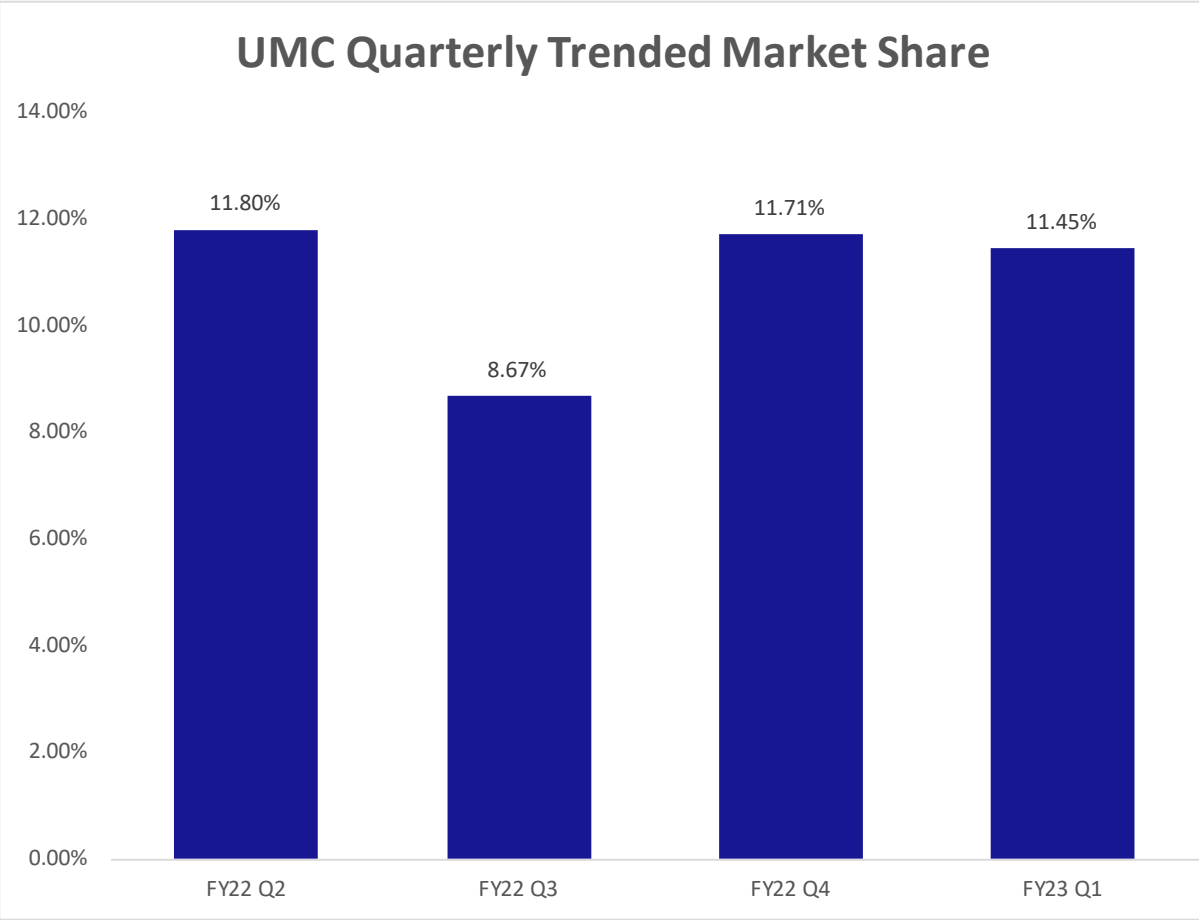


Market Share FY22 Q2 - FY23 Q1



Market Share Update

General Surgery Market Share- (IP, Adult, FY 2022 Oct- FY 2023 Sep)



Operational Update

- FCOTS (First Case On Time Start) 41% - No change
 - Team, has implemented identification delay codes in Epic (Facility, Surgeon, Anesthesia, Patient)
 - Room Turnaround time improved to 25 minutes (goal of 30 minutes)
 - Surgery leadership developing new block scheduling
- Lack of anesthesia coverage has been the limiting factor for surgical volume
 - 12-14 General OR rooms per day
 - Anesthesia Medical Director, hired, Dr. Anderson Hu
 - Employment of 45 providers, currently 9 CRNA's and 8 MD's
 - Medicus Locum Coverage scheduled through June
- Numerous capital equipment requests approved and in process

Strategic Next Steps

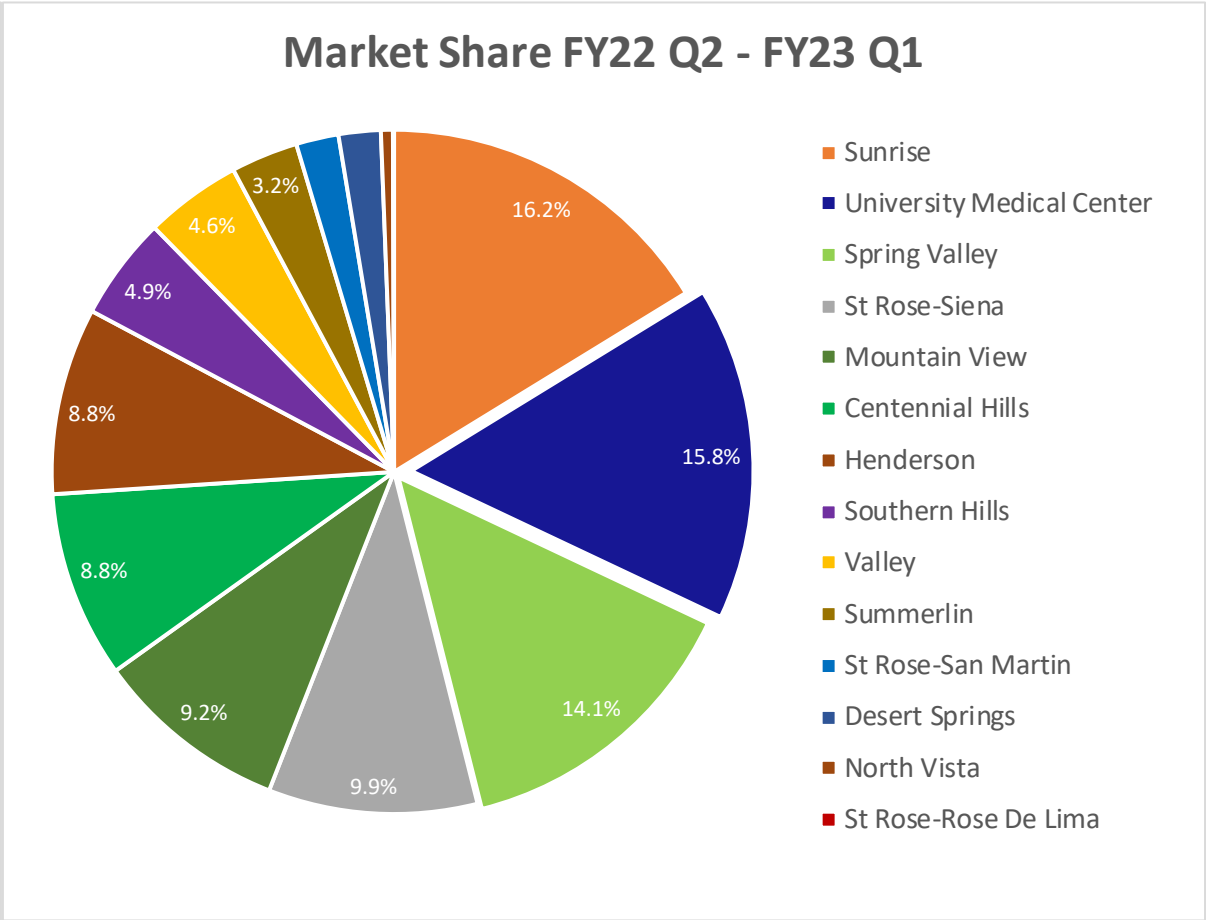
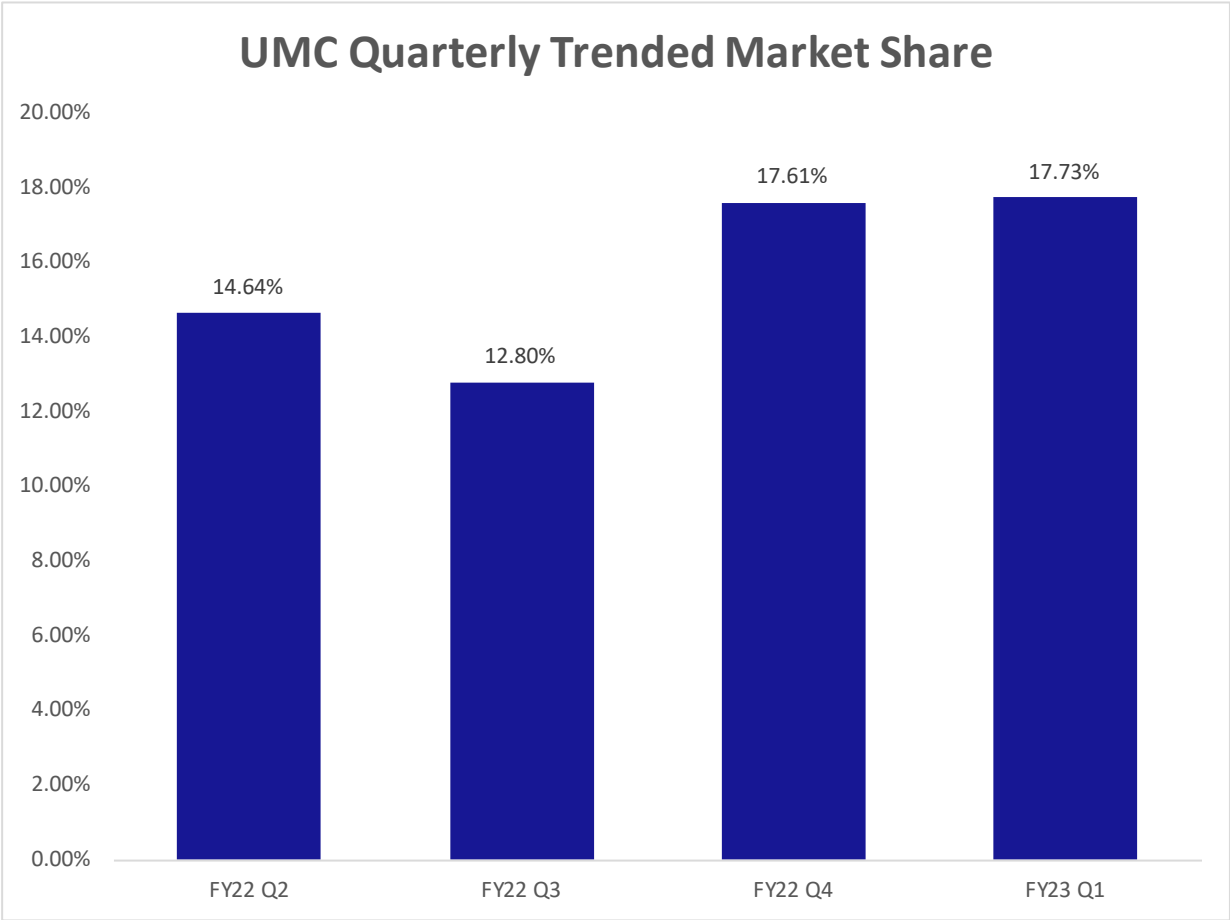
- Eye trays being revamped with provider input for efficiency and increased tray inventory. Endo trays are now complete.
- First Assist program; 2 General and 2 CVT
- OR refresh of 3 rooms, permits submitted for approval. Start date targeted for mid-March, \$2.4M, estimated completion date mid-July
 - 2 additional rooms to follow in September

Technology Strategy

- Expansion of CVT Service line
- Increase GI diagnostic capabilities (PillCal, Bravo, Digitrapper, Manometry and Barrx)

Market Share Update

Orthopedics Market Share- (IP, Adult, FY 2022 Oct- FY 2023 Sep)



Service Line Update

Operational Update

- February 1st, 4 OR rooms block scheduled for Ortho, with ability to expand to 6 room
- EPIC Bones module scheduled to go live April 2023
 - Build in progress for Dashboard/Reports for Integrative Joint Program
 - EPIC for PROMIS, HOOS JR. and KOOS JR to be added to offer an electronic version of the pre/post surveys
- Monthly operational meetings with physician leadership
 - Payor Strategy
 - Implant cost reduction opportunities
 - Efficiencies
 - Ortho team meetings with Orthopedic and Spine Institute
 - Joint Commission Certification for Total Hips and Total Knees to gain “Gold Standard” Center of Excellence for Orthopedics
 - Orthopedic and Spine Institute of UMC has scheduled over 3,120 patient visits since opening on November 1, 2022

Expense Control and Revenue Enhancement

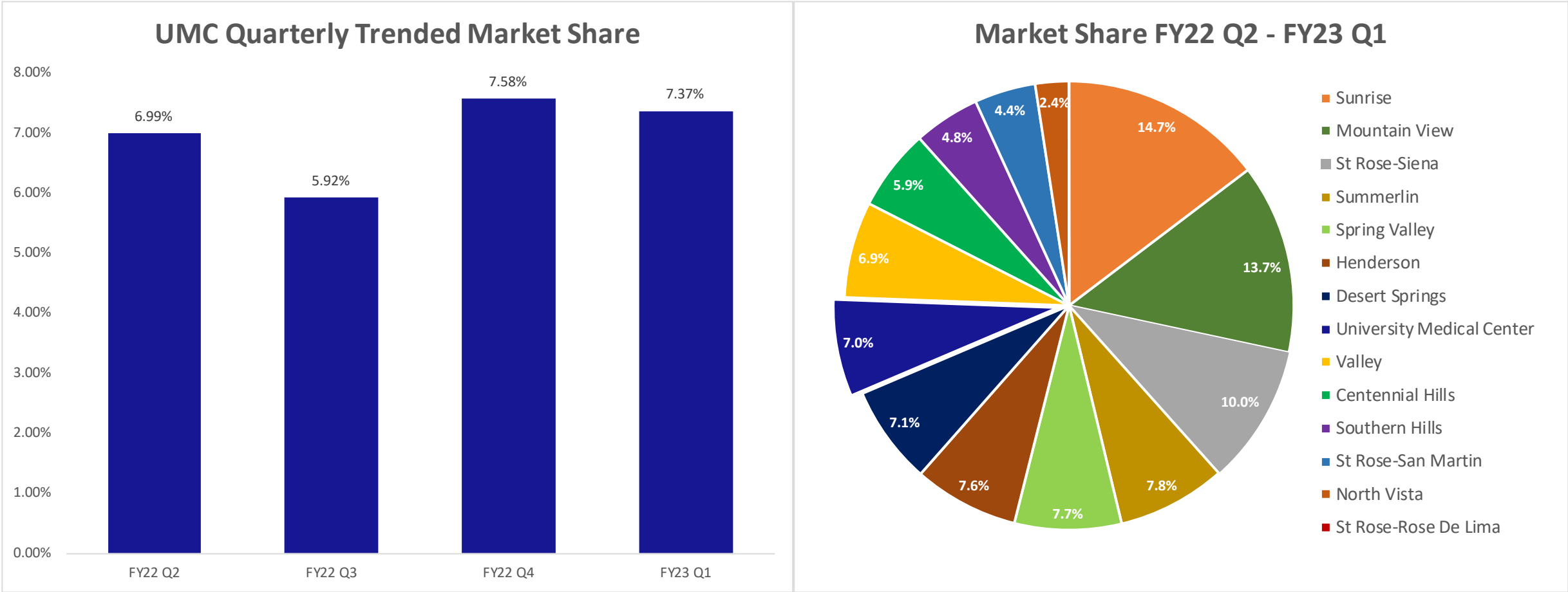
- Cost reduction on Hip and Knee implants with estimated annual savings of \$800K
- Working on Spine implant cost reductions
- Reviewing Case Carts

Strategic Next Steps

- Integrative Joint Program – Working with practice physicians to mandate class attendance
- Enhanced Surgical Recovery After Surgery (ERAS) is a best practice for Total Joint Replacements with pain management
- Marketing campaign
- With a new Sports Medicine Orthopedic physician, we are looking to grow the capabilities in the Sports Medicine arena

Market Share Update

Cardiac Services Market Share- (IP, Adult, FY 2022 Oct- FY 2023 Sep)



Cardiac Services

Service Line Update

Operational Update

- Cath procedures remain strong, greater than 160 cases/month
 - Room turnover times are very efficient at less than 10 minutes
- TAVR cases have fully transitioned to Cath Lab from the OR, resulting in reduce cost
 - Increased physician satisfaction and high quality imaging
- Hemochron ACT machine in Cath Lab, reducing procedure times
- Anesthesia replacement machines : Est. completion date Feb.1, 2023
- Additional Cardiac Anesthesia coverage
- Minimally Invasive CT Surgery

Revenue Enhancement

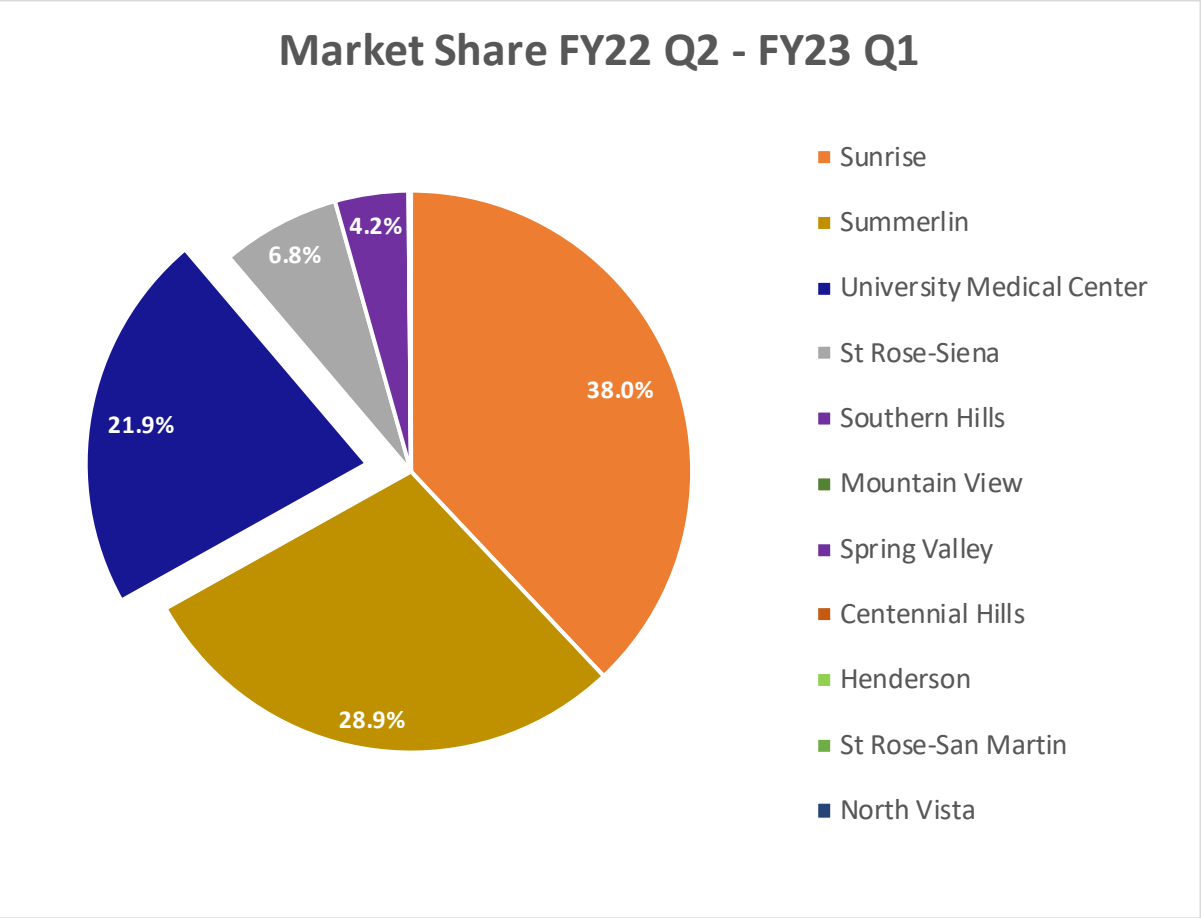
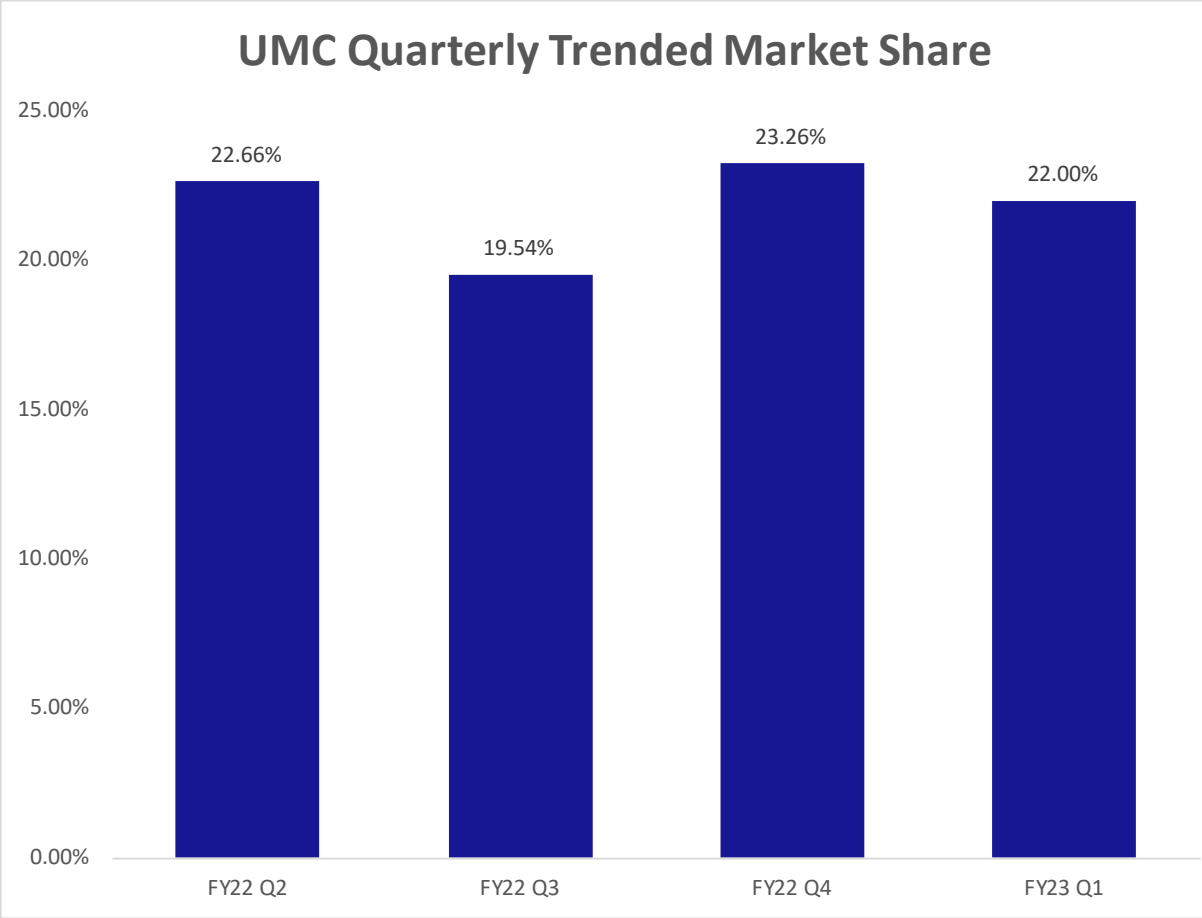
- Moved TAVR's from OR to Cath lab, increases contribution margin
- Hemochron ACT, allows reduction testing time
- Streamline intake process for outside facilities, including UMC QC and Primary Care
- Payor negotiations for EP

Strategic Next Steps

- Planning for an additional Cath Lab to accommodate continued increased volumes
 - Turnkey project with Phillips, submitting capital request for approval (\$4.5M)
- Marketing of new Minmally Invasive CT Surgery and Bloodless Medicine
- We now offer the best imaging capabilities with the addition of Syncvision to our Imaging equipment
- GE Ultrasound offering 4D has been approved by capital committee

Market Share Update

Children’s Hospital Market Share- (IP, <18, Excl. Gynecology, Neonatology, Obstetrics, FY 2022 Oct- FY 2023 Sep)



Operational Update

- State approved our use of Nitrous Oxide to relax patients during procedures
- Piloting the use of a Children's Dashboard in Pediatric ED for all behavioral health children
- Working with the UMC Foundation on project to update the pediatric units (PICU, Peds, Peds Sedation and Peds ER)
- Infant/Child security system update with Centrak in progress
- Nevada Behavioral Health now providing 24 hr. support for evaluation of pediatric (and adult) patients at UMC, as needed
- Redesigned the intake area to enhance workflow in times of surge
- NICU Level 3 recertification prep in progress with the survey date of 2/16/23

Revenue Enhancement

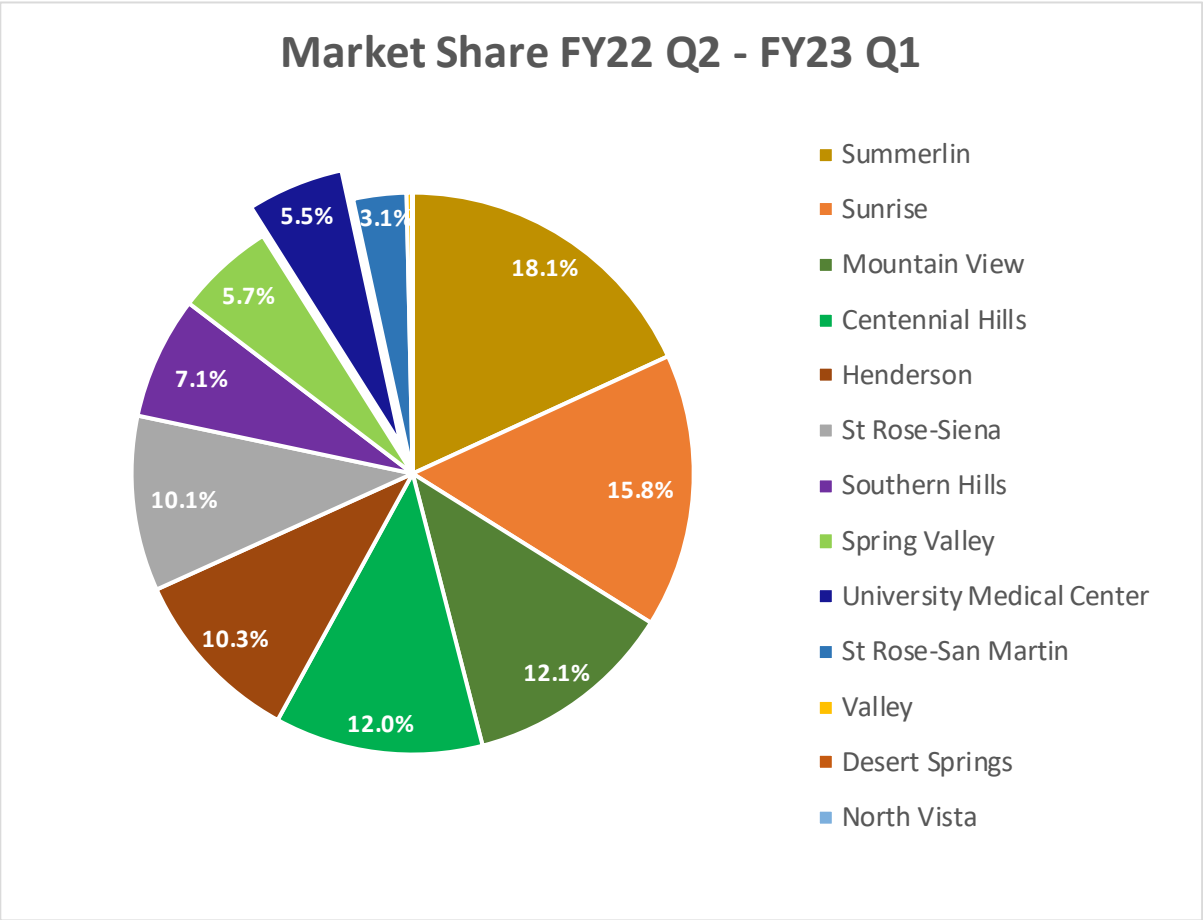
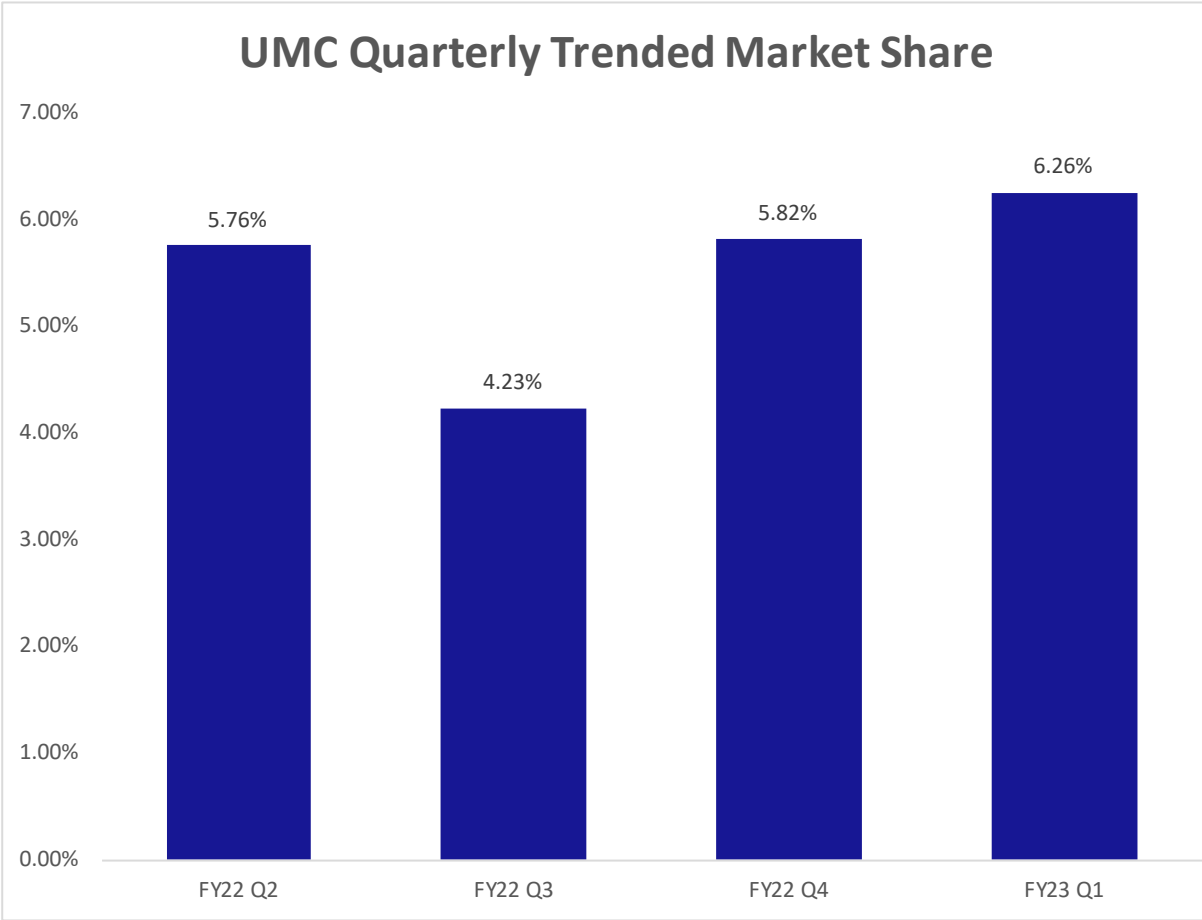
- Managers of units continue to monitoring charges and supply usage for appropriate billing
- NICU level charge review with utilization personnel (each chart for proper level charging)

Strategic Next Steps

- Implemented the use of Photo Therapy units for early treatment of hyperbilirubinemia in newborns.
- Obtaining quotes for capital needs of Pediatric Sedation unit.

Market Share Update

Women’s Services Market Share- (IP, Gynecology, Neonatology, Obstetrics, FY 2022 Oct- FY 2023 Sep)



Operational Update

- Employed OB anesthesia providers began October 2022. Obstetricians have expressed their satisfaction with the employed OB anesthesia providers.
- Lactation consultant hired. Increased improvement in breastfeeding rate from 17% (Q1) to 49% (Q2)
- Initiating POC HIV testing for perinatal patients, to ID mother and potentially prevent newborn infection and/or improve outcomes
- Enhancing perinatal bereavement services
- Peri-OB Joint Operation Council established in May 2022 meeting twice per month (increased volumes, internal optimization and quality improvement)
- Implementing new hospital code “Code Crimson” for OB Hemorrhage in order to improve maternal outcomes.
- Perinatal UBC project to identify and eliminate Maternal Care Disparities (nationally recognized issue).

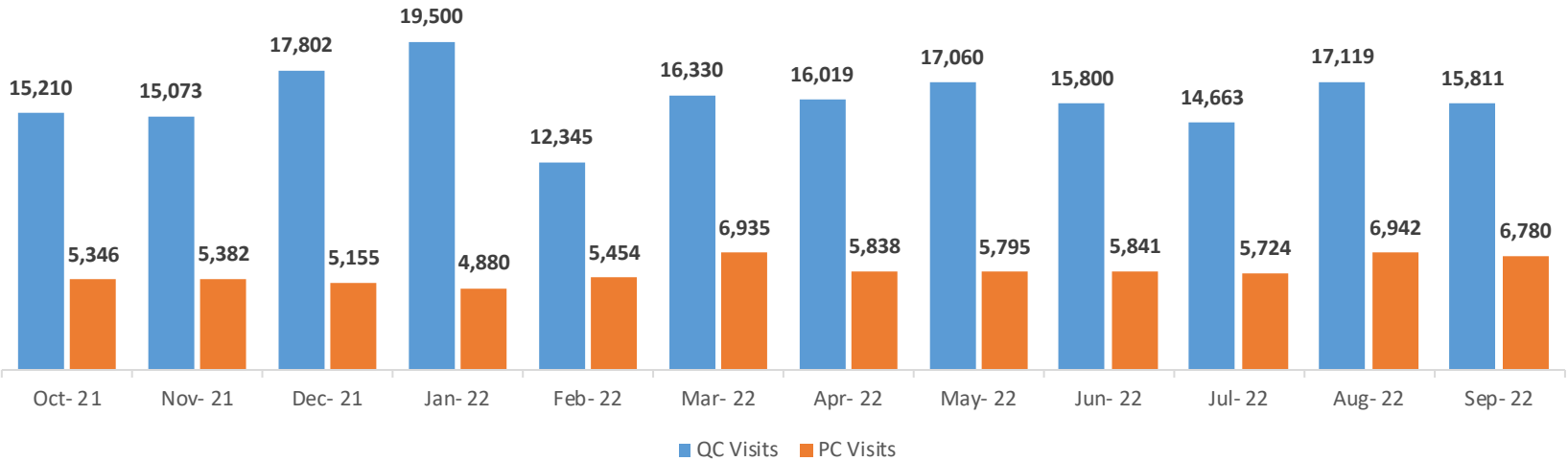
Revenue Enhancement

- Planning for Antenatal Testing to fill gaps in service
 - Outpatient Fetal monitoring and ultrasounds for high risk pregnancies
- Manager reviewing 100% of ultrasounds for appropriate billing

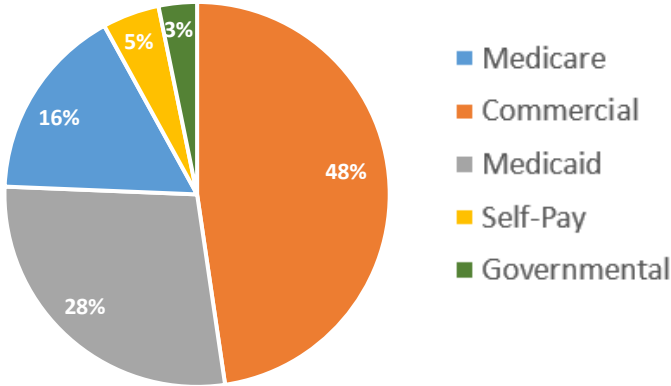
Technology Strategy

- Infant/Child security system update to Centrak in progress

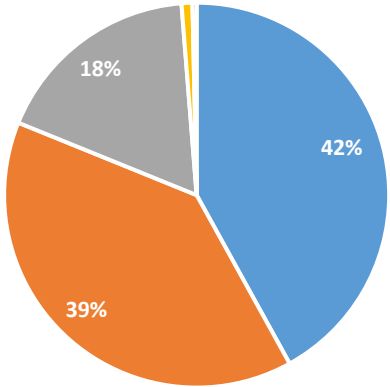
Trended Volume
FY22 Q2 - FY23 Q1



Quick Care



Primary Care



Operational Update

- Grand opening of the UMC Orthopedic & Spine Institute on November 1, 2022. As of 1/22/23 - 3,120 completed appointments with 21% of them being new patients to UMC. UHC MCR Advantage plan is the #1 payer.
- Aliante Primary Care and QC – Grand Opening scheduled for February 28, 2023
- Medical Director – Dr. Medina-Garcia assuming oversight of LAS - Telehealth

Revenue Enhancement

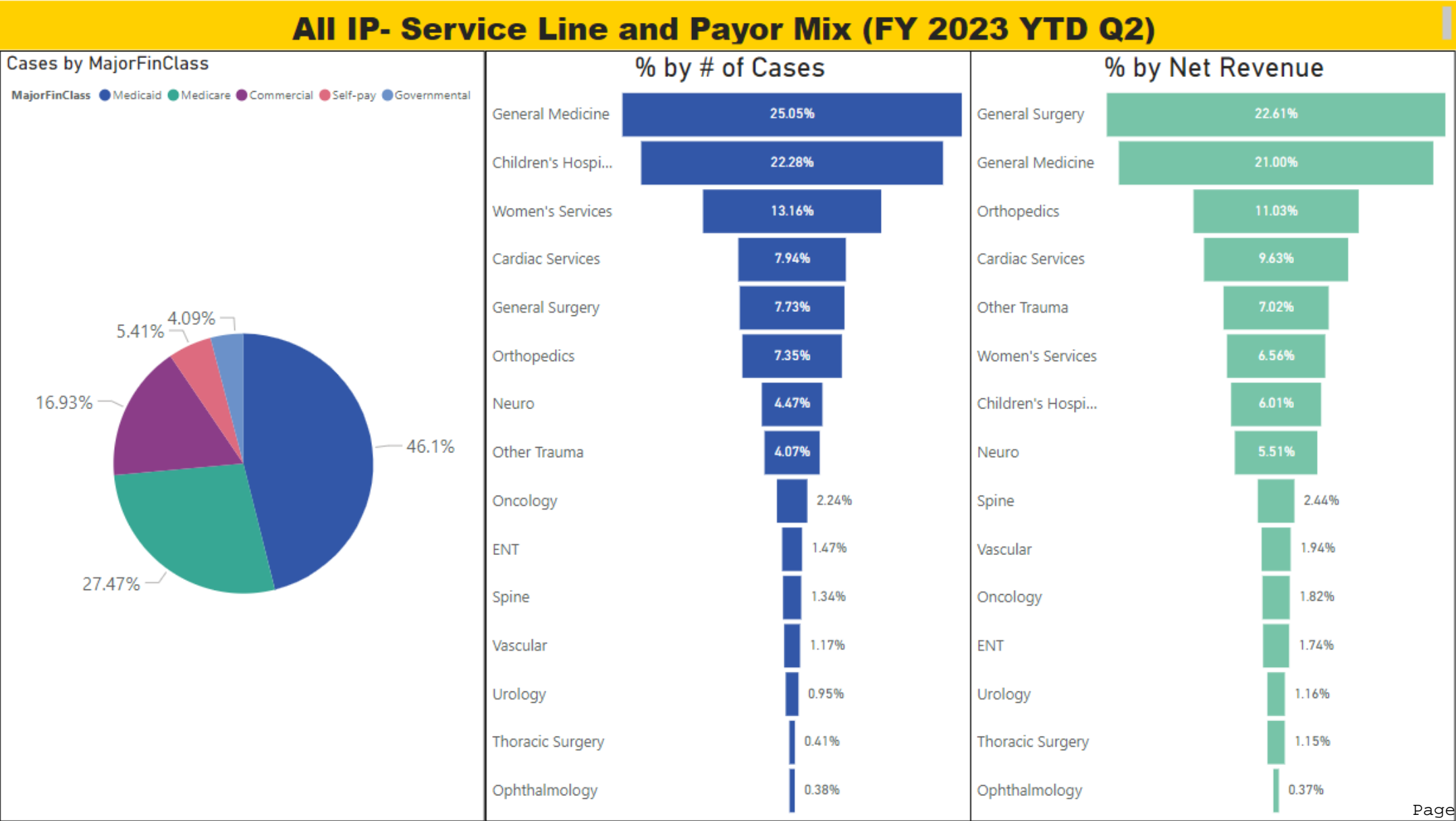
- Managers of units continue to monitoring charges and supply usage for appropriate billing
- NICU level charge review with utilization personnel (each chart for proper level charging)
- Point of Service collection goals are being exceeded three months in a row with December at 112% of goal (\$403k)
- Creating a prepayment discount
- Increase RAF scores
- P4P Incentive Plan – on track for cost share to increase >10% over 2022

Strategic Next Steps

- Refresh 2 clinics per year. Peccole and Summerlin on track for 2023
- Increase patient ability to self-schedule via MyChart
- Optimize EPIC Telehealth for PC and introduce Specialty Care Telehealth

Aliante Family QuickCare



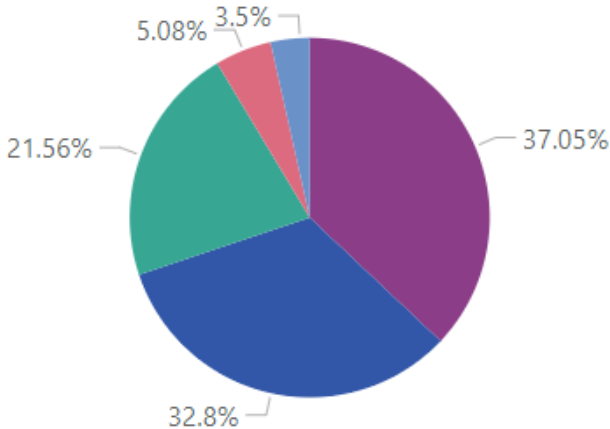


Service Line P&L Dashboard

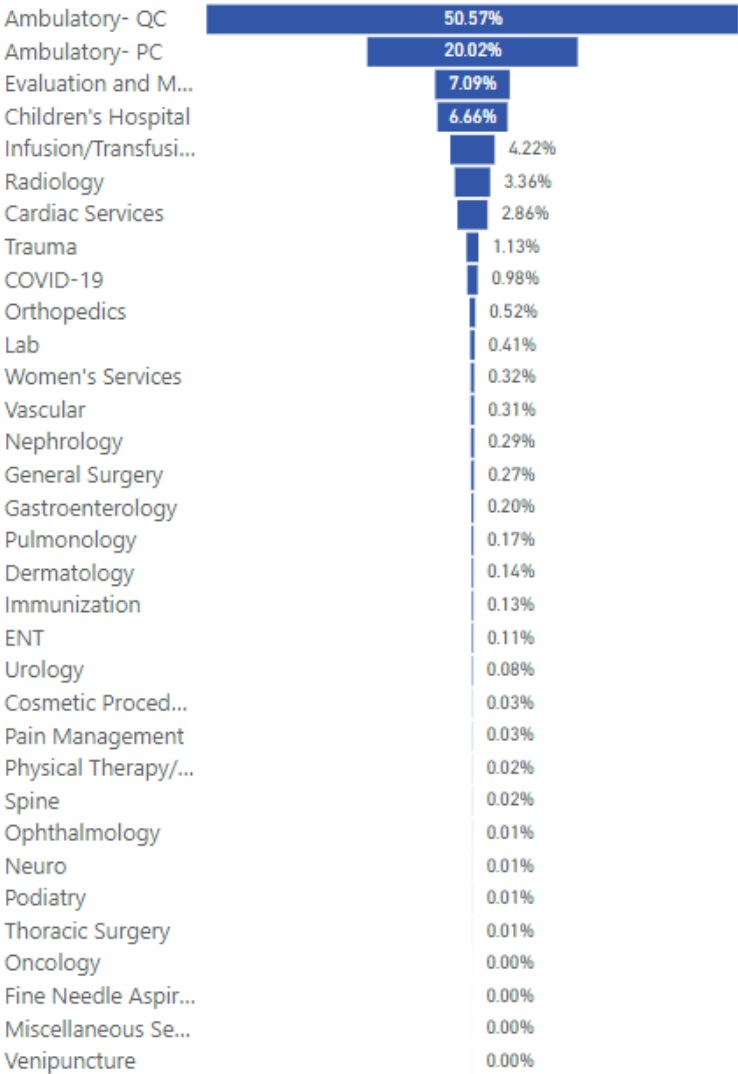
All OP- Service Line and Payor Mix (FY 2023 YTD Q2)

Cases by MajorFinClass

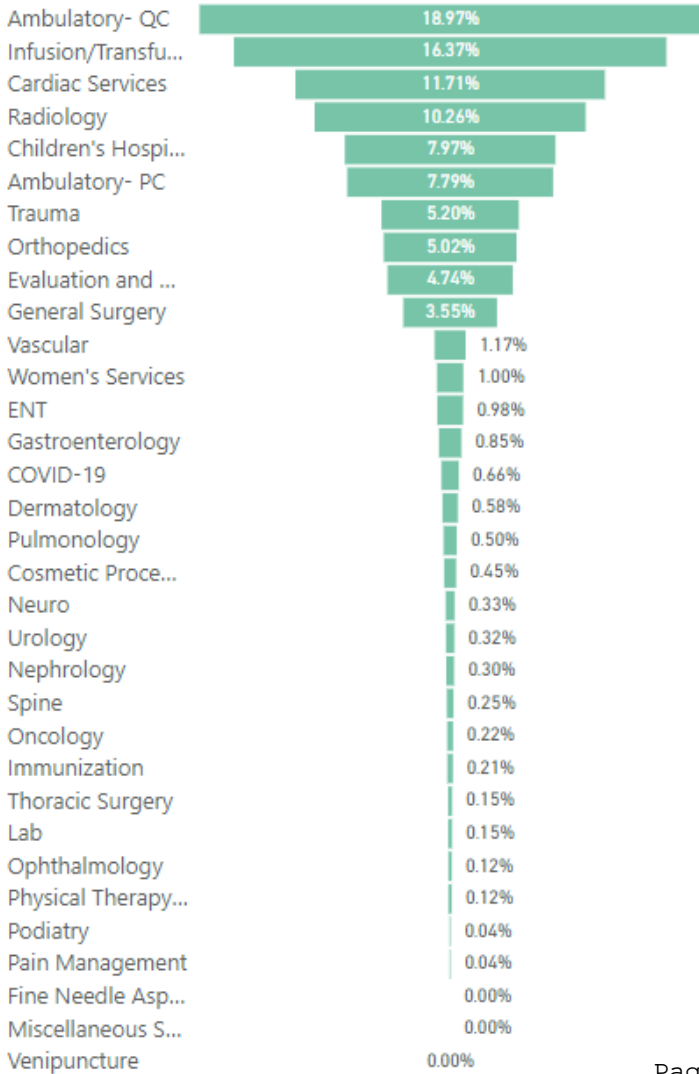
MajorFinClass ● Commercial ● Medicaid ● Medicare ● Self-pay

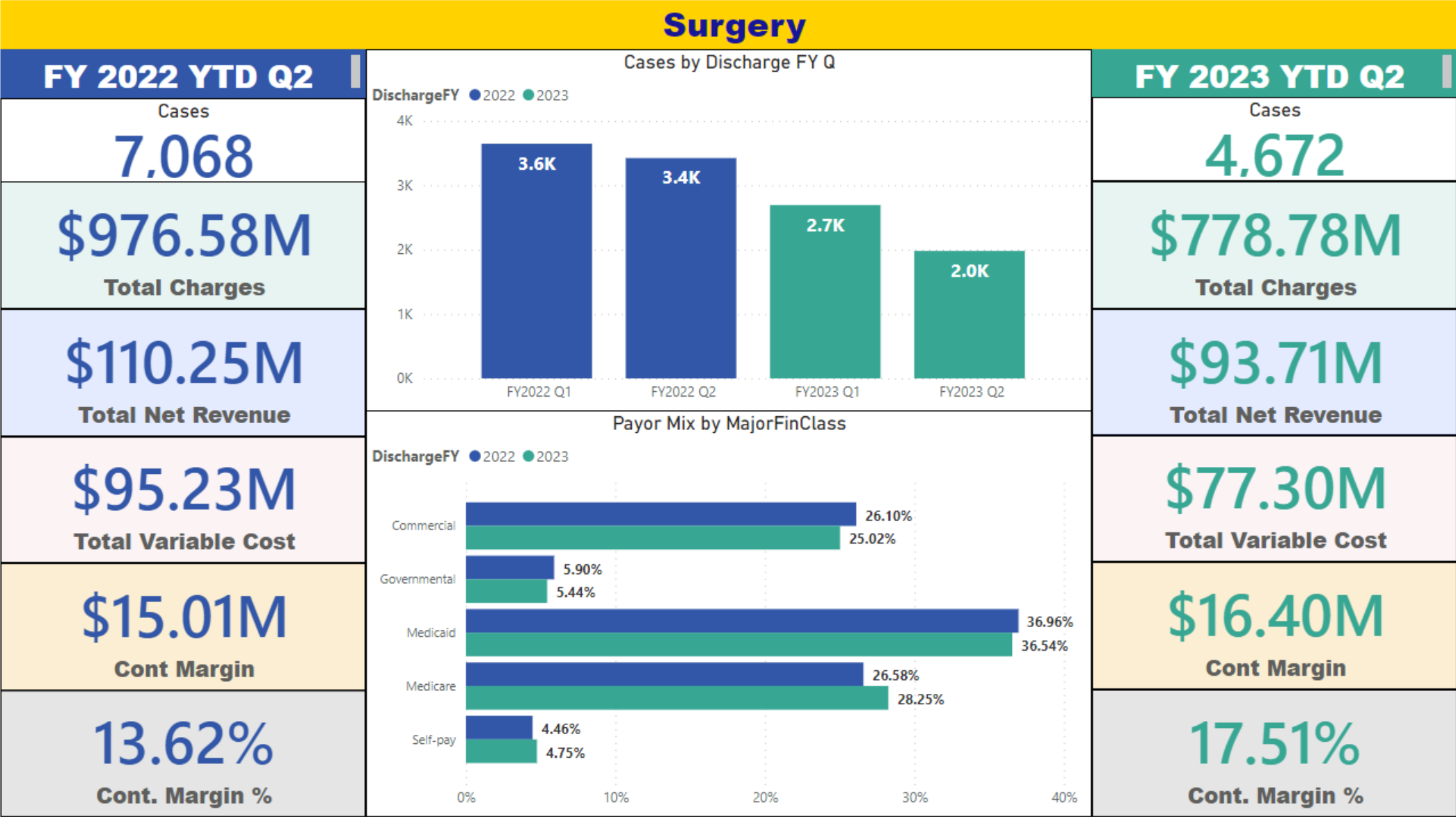


% by # of Cases

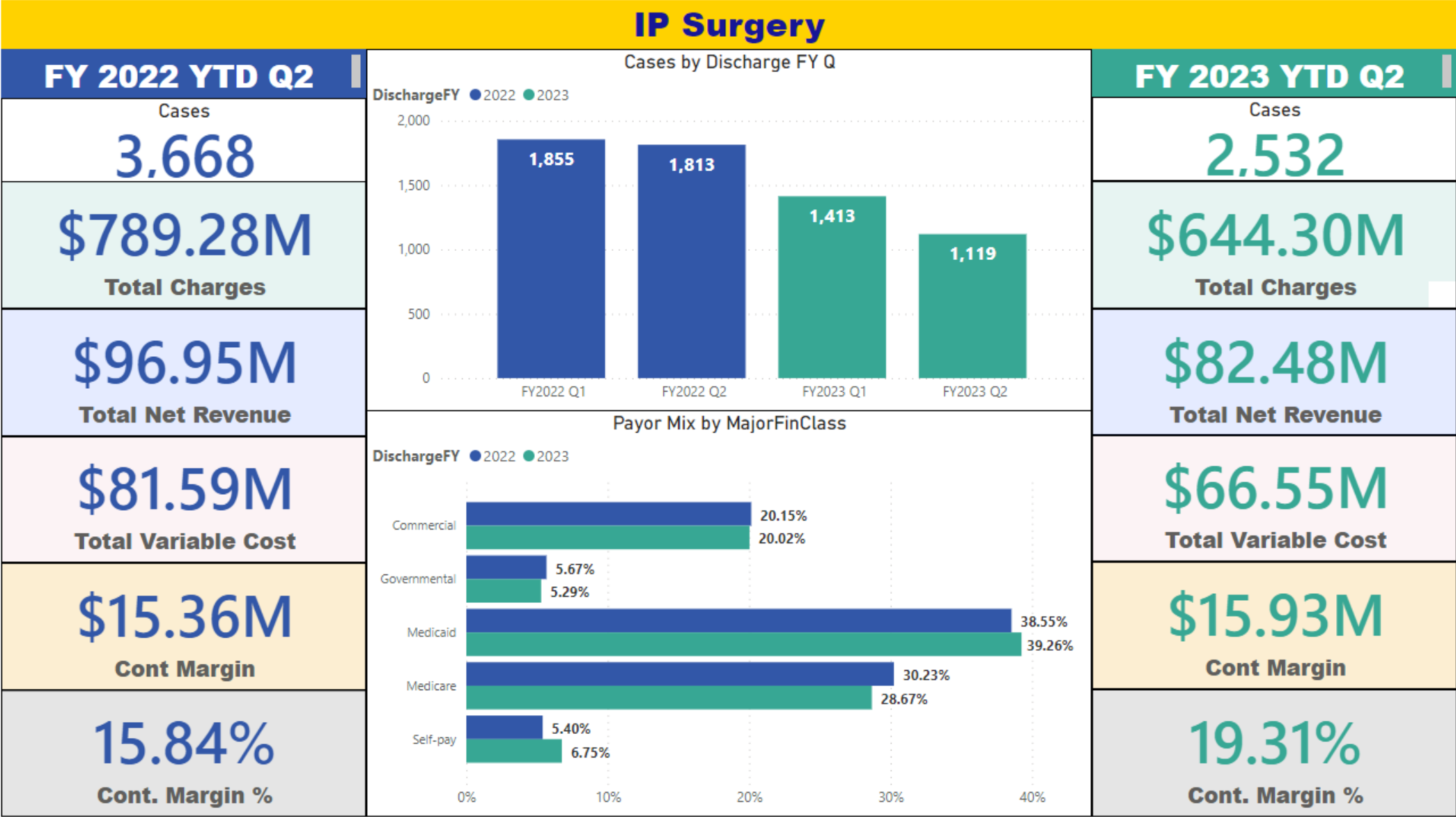


% by Net Revenue



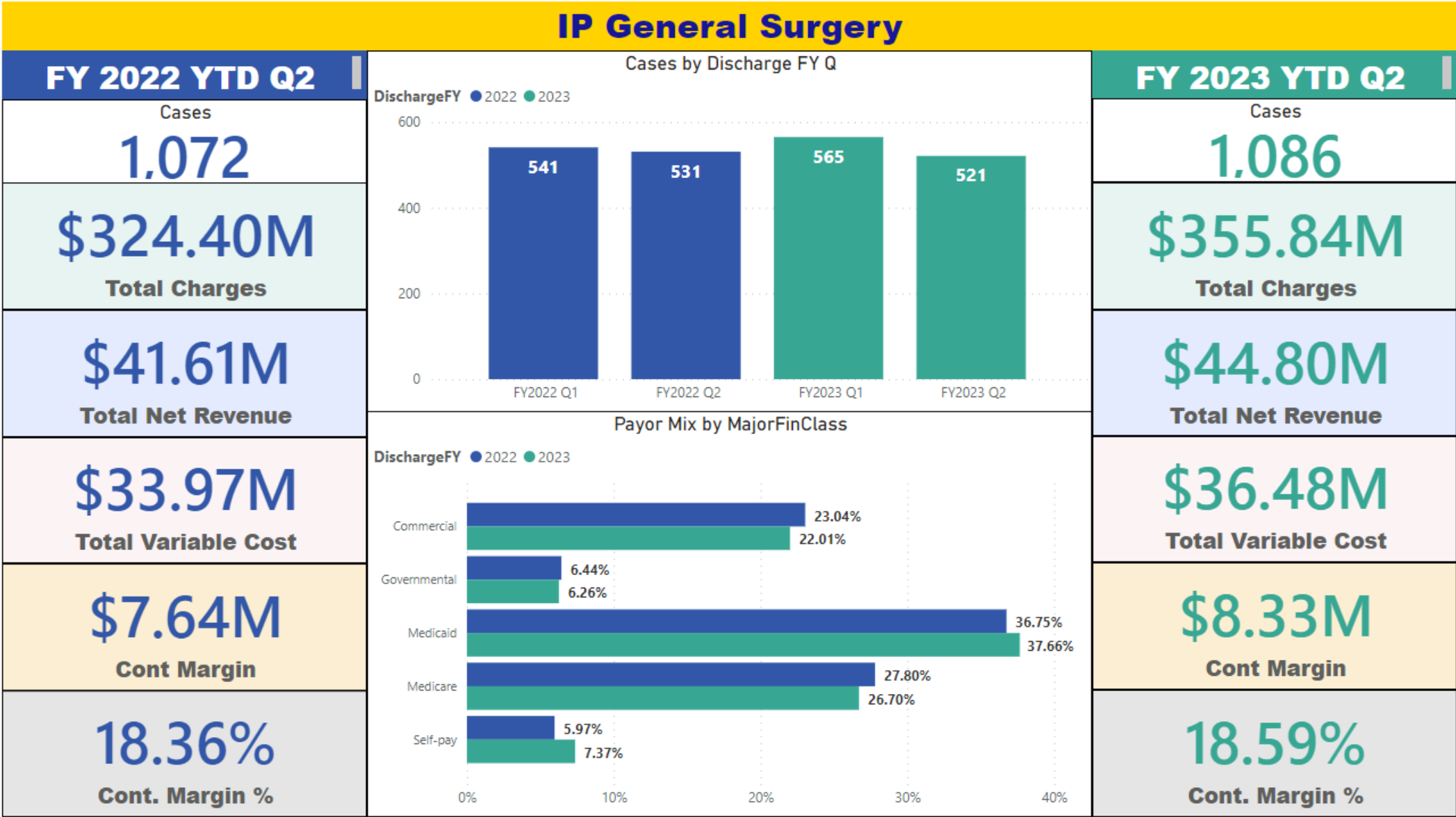


Note: Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.

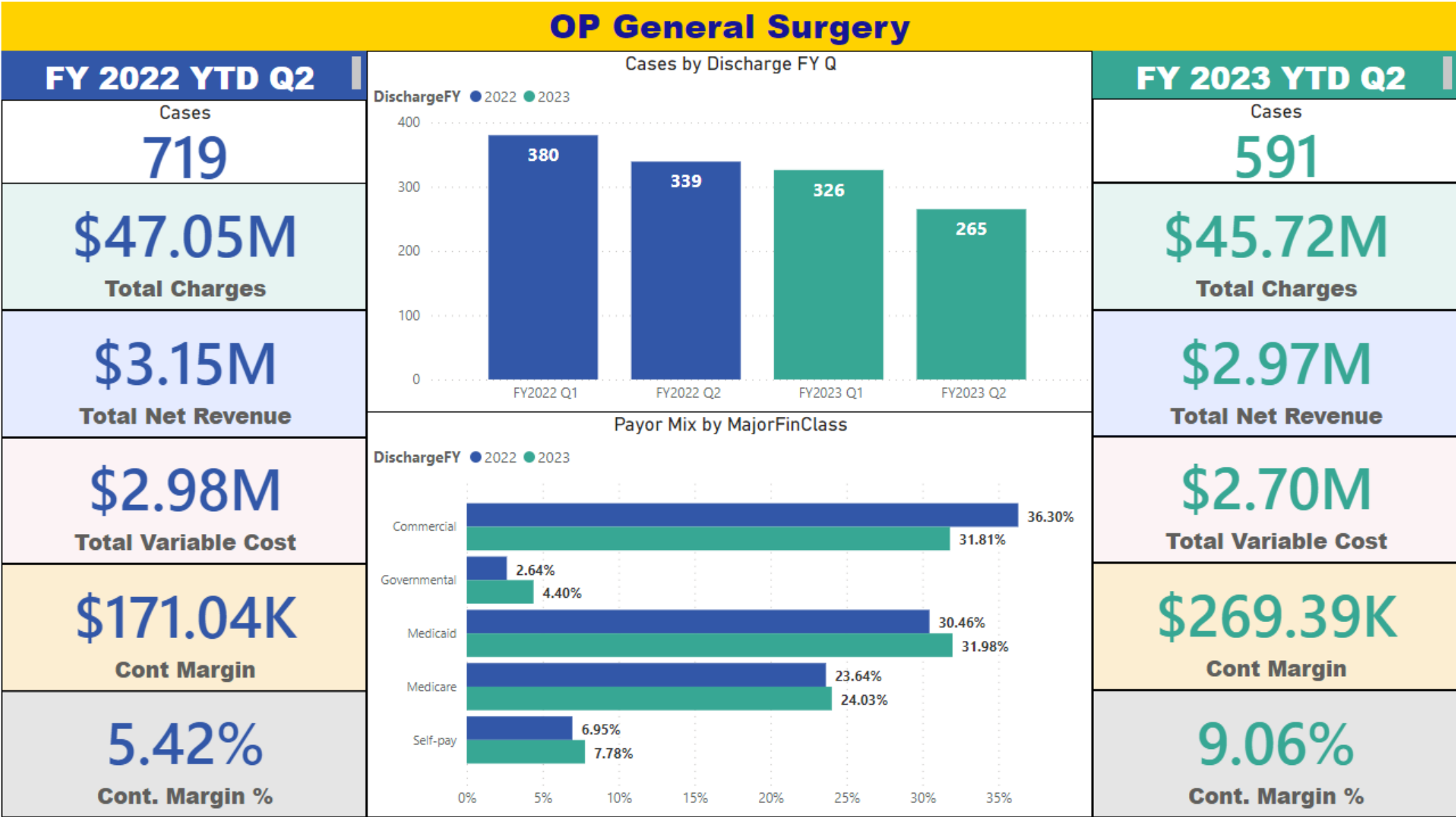


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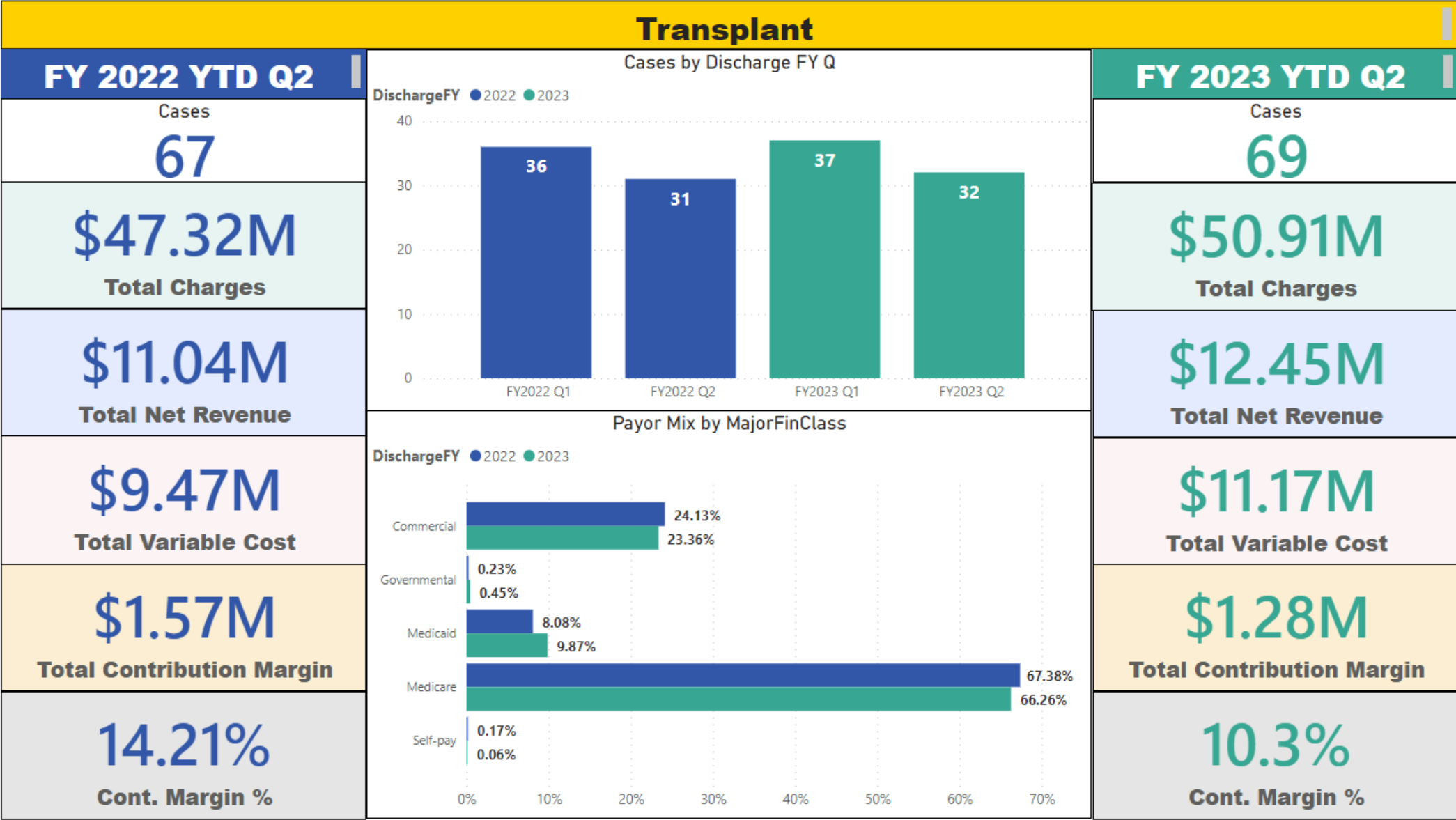




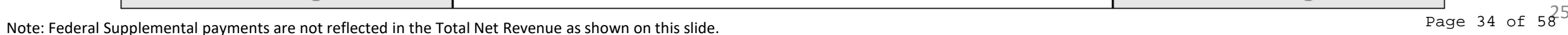
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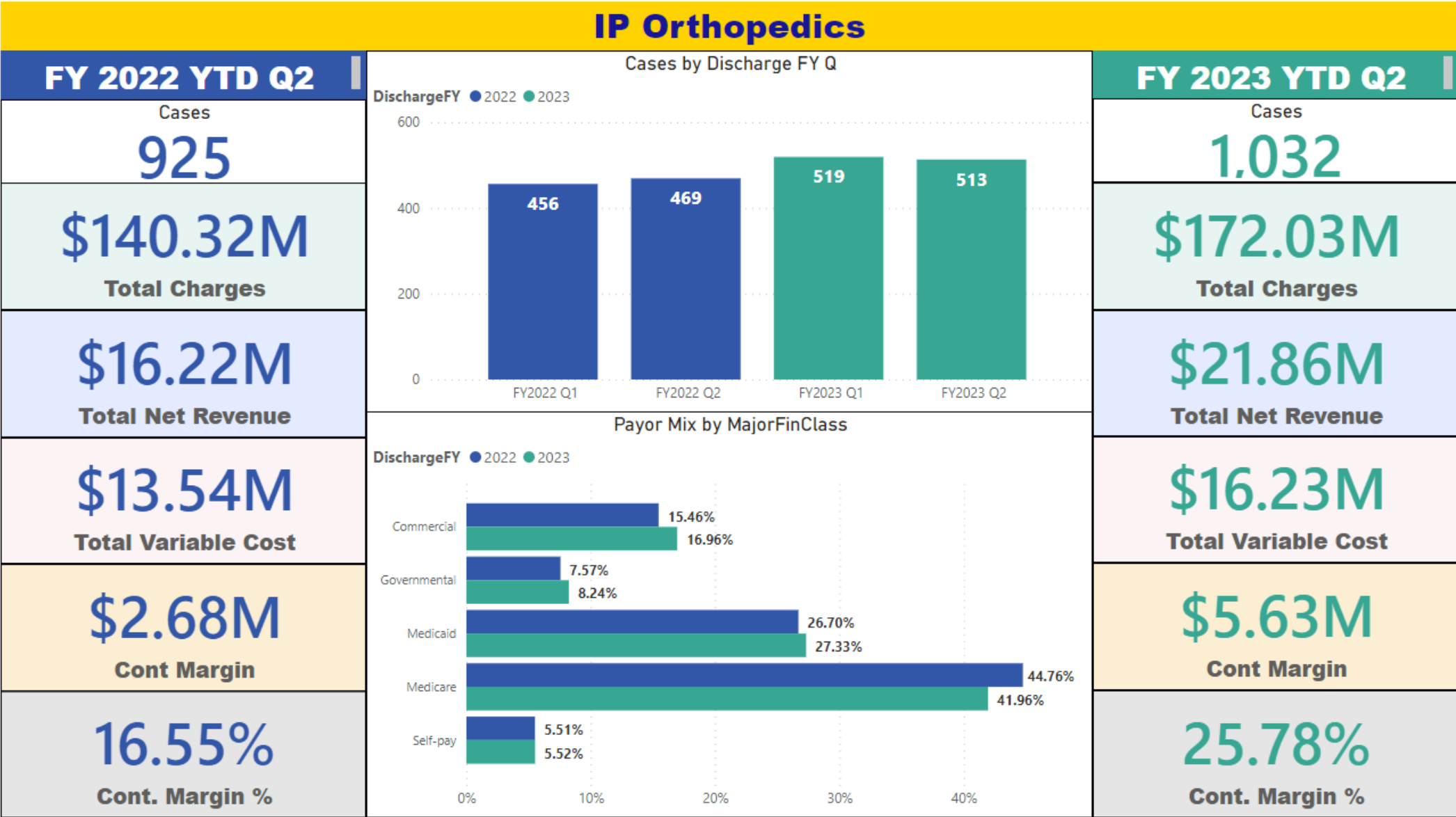


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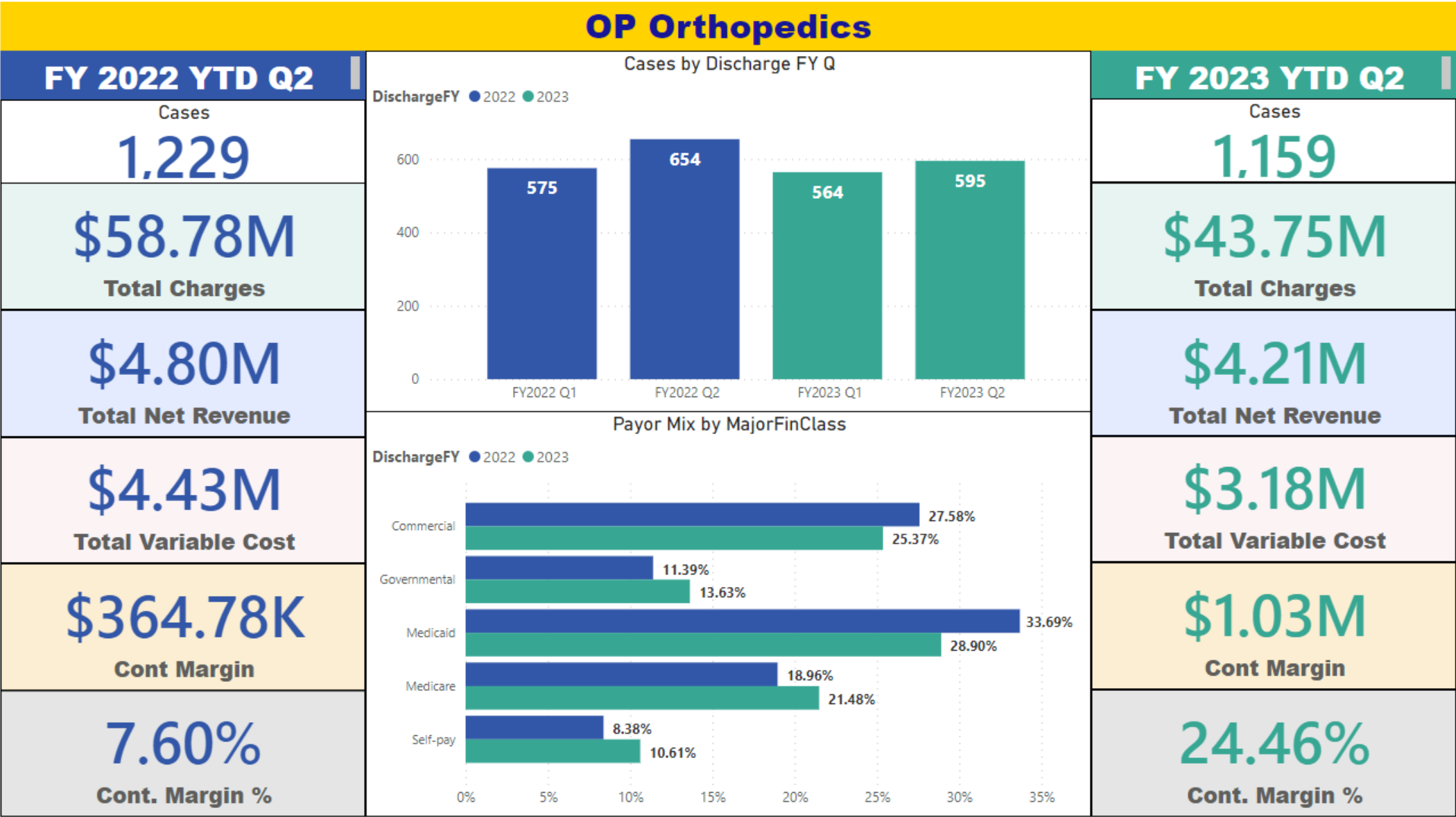


Note: Cost Report impact is included in the Total Net Revenue; Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.





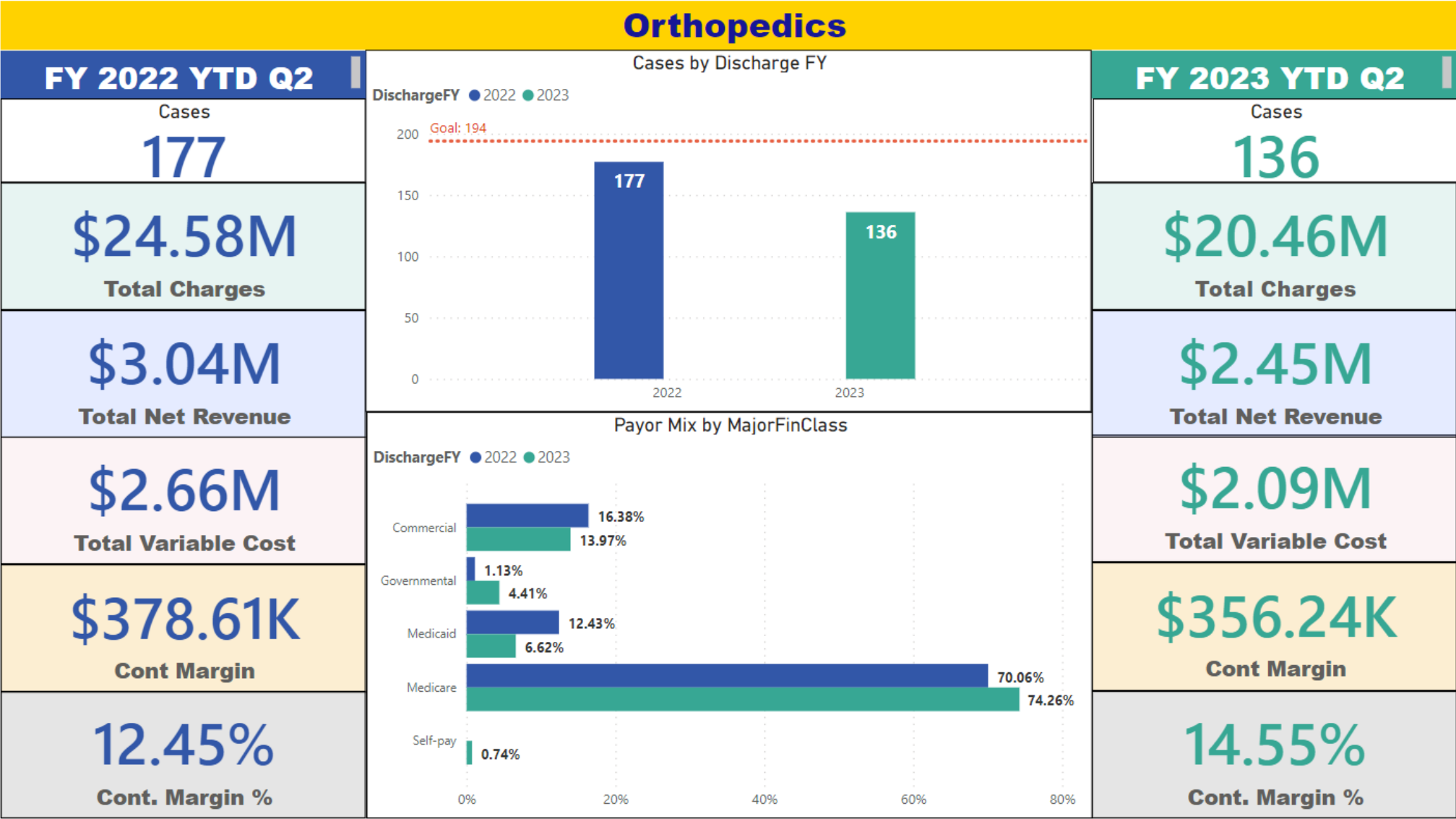
Note: Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.



Note: Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.

FY23 Initiative- Orthopedics

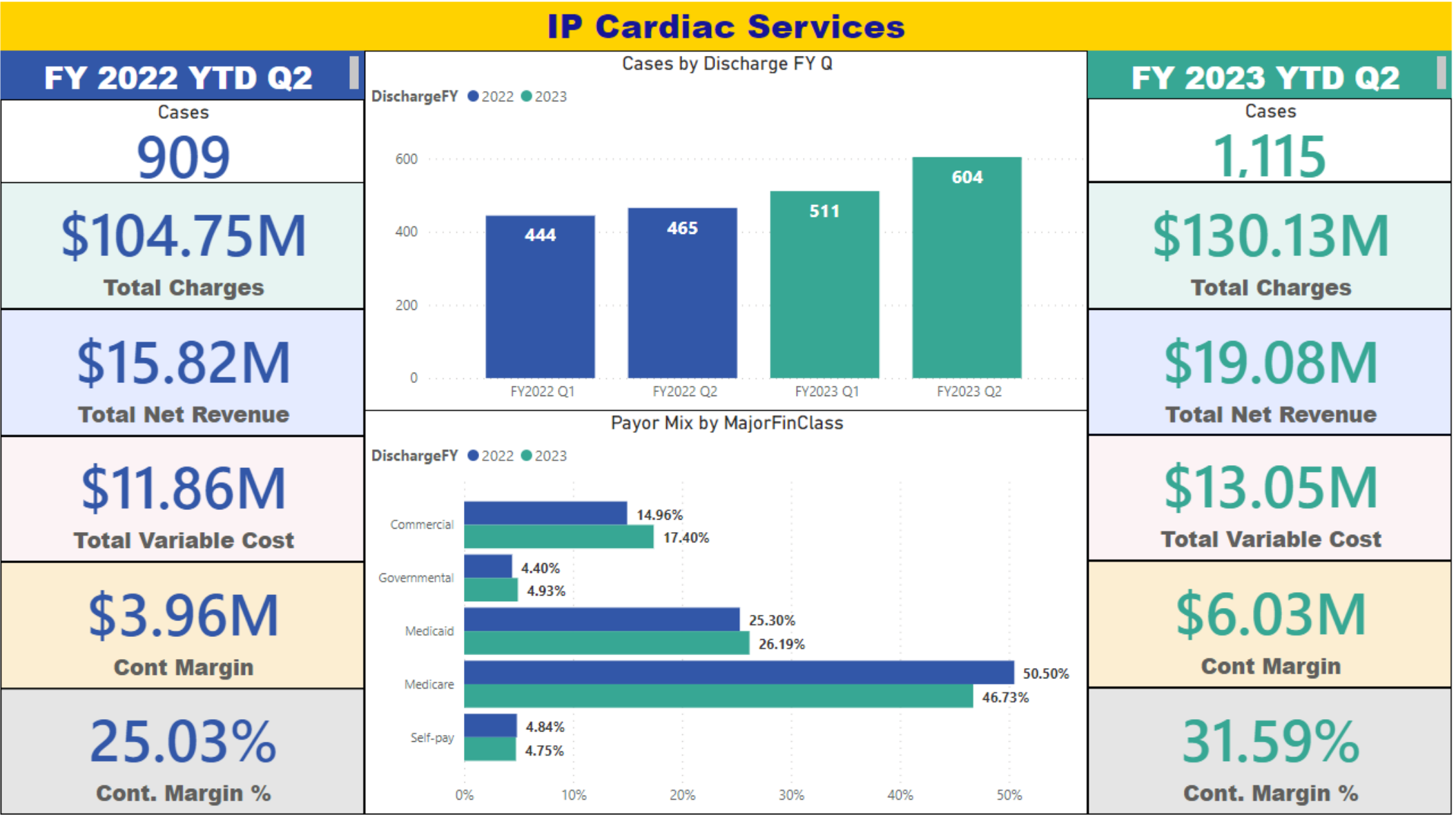
Increase Total Knee, Hip, and shoulder by 10% over prior year. Tracked by OR log procedure type. IP and OP.



Note: Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.



Service Line P&L Dashboard



Note: Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.

FY 2022 YTD Q2

5.746

\$57.71M

Total Charges

\$5.32M

Total Net Revenue

\$4.68M

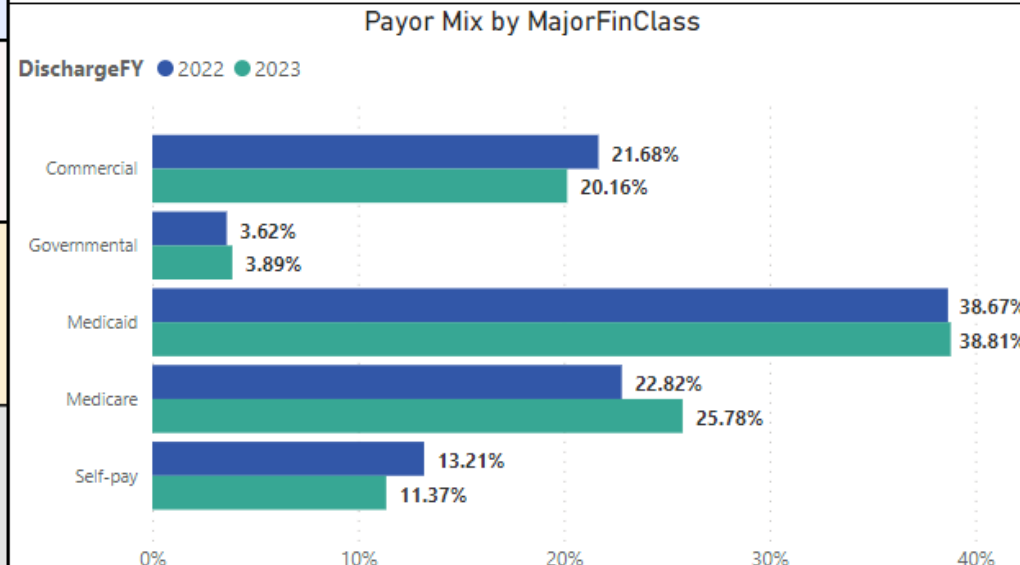
Total Variable Cost

\$638.39K

Cont Margin

11.99%

Cont. Margin %



FY 2023 YTD Q2

6.378

\$102.17M

Total Charges

\$9.82M

Total Net Revenue

\$8.95M

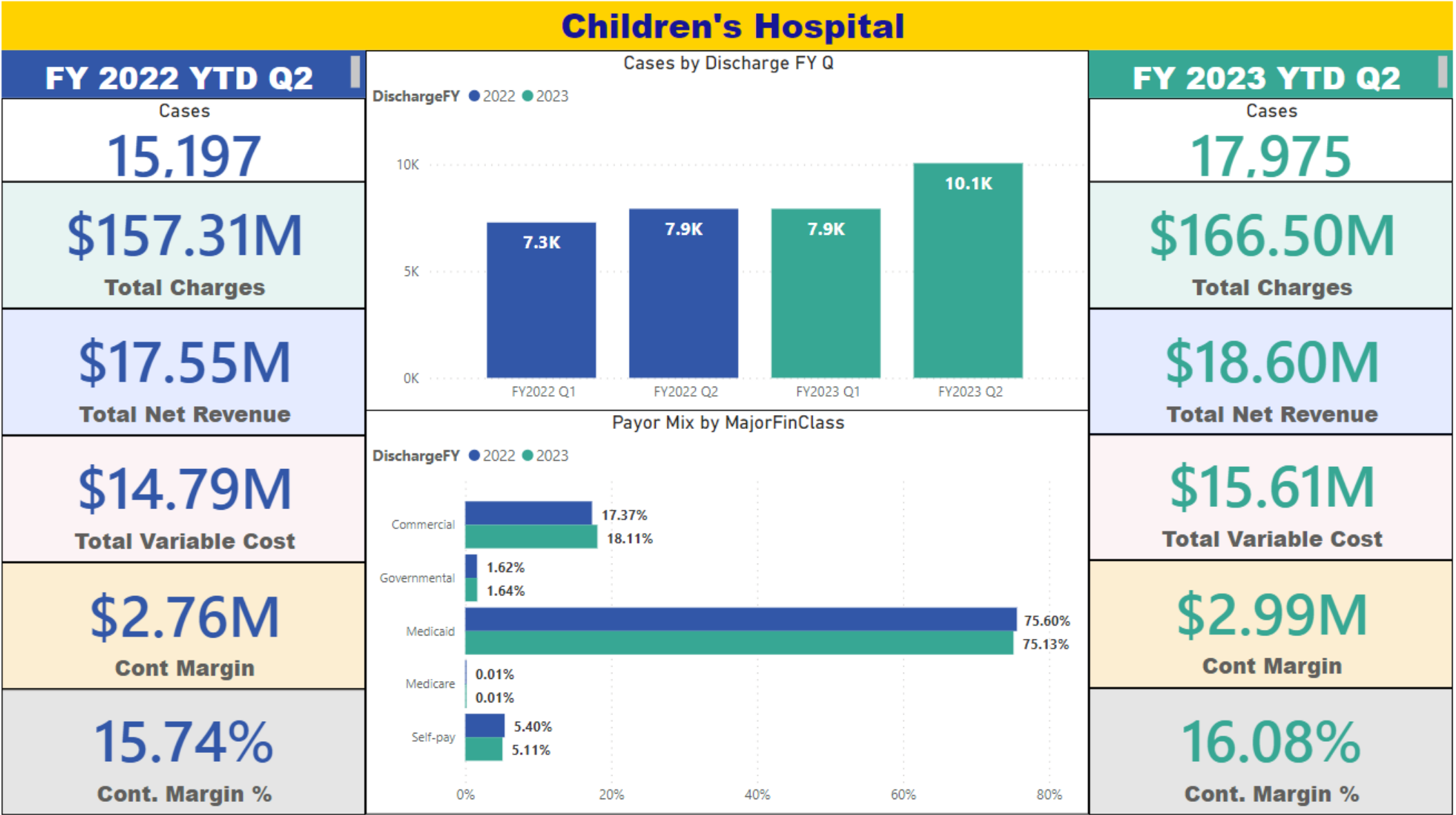
Total Variable Cost

\$870.75K

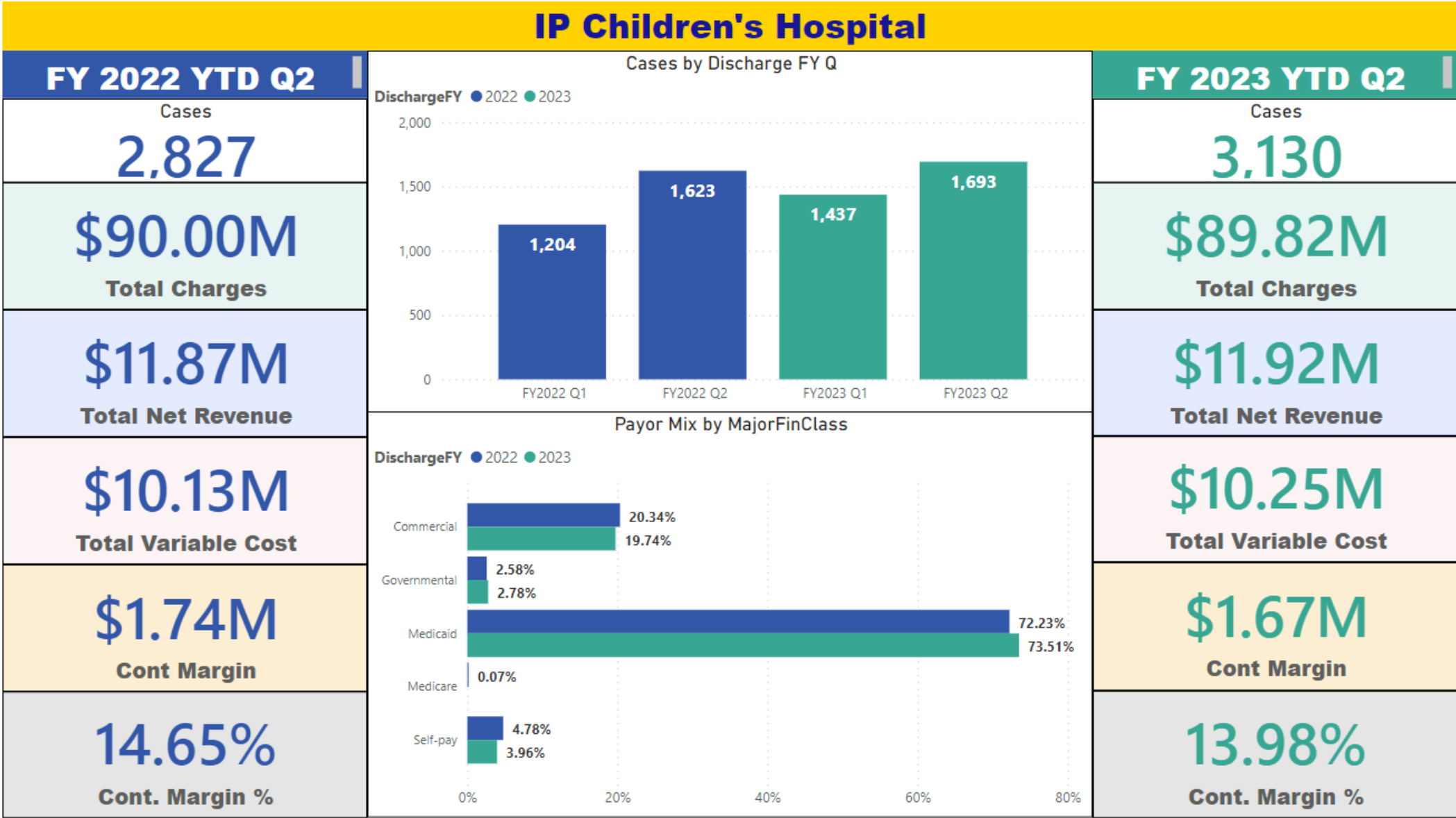
Cont Margin

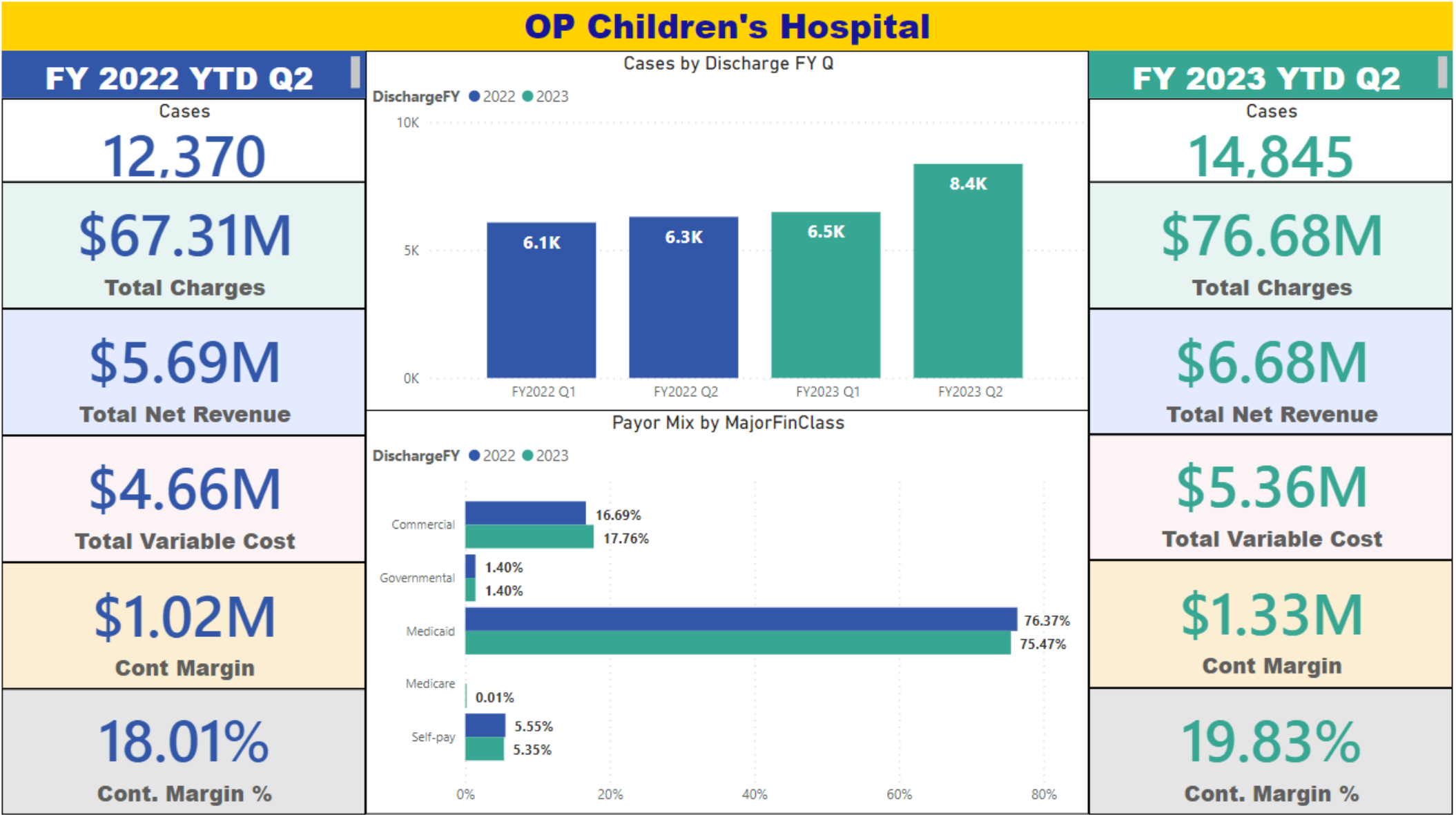
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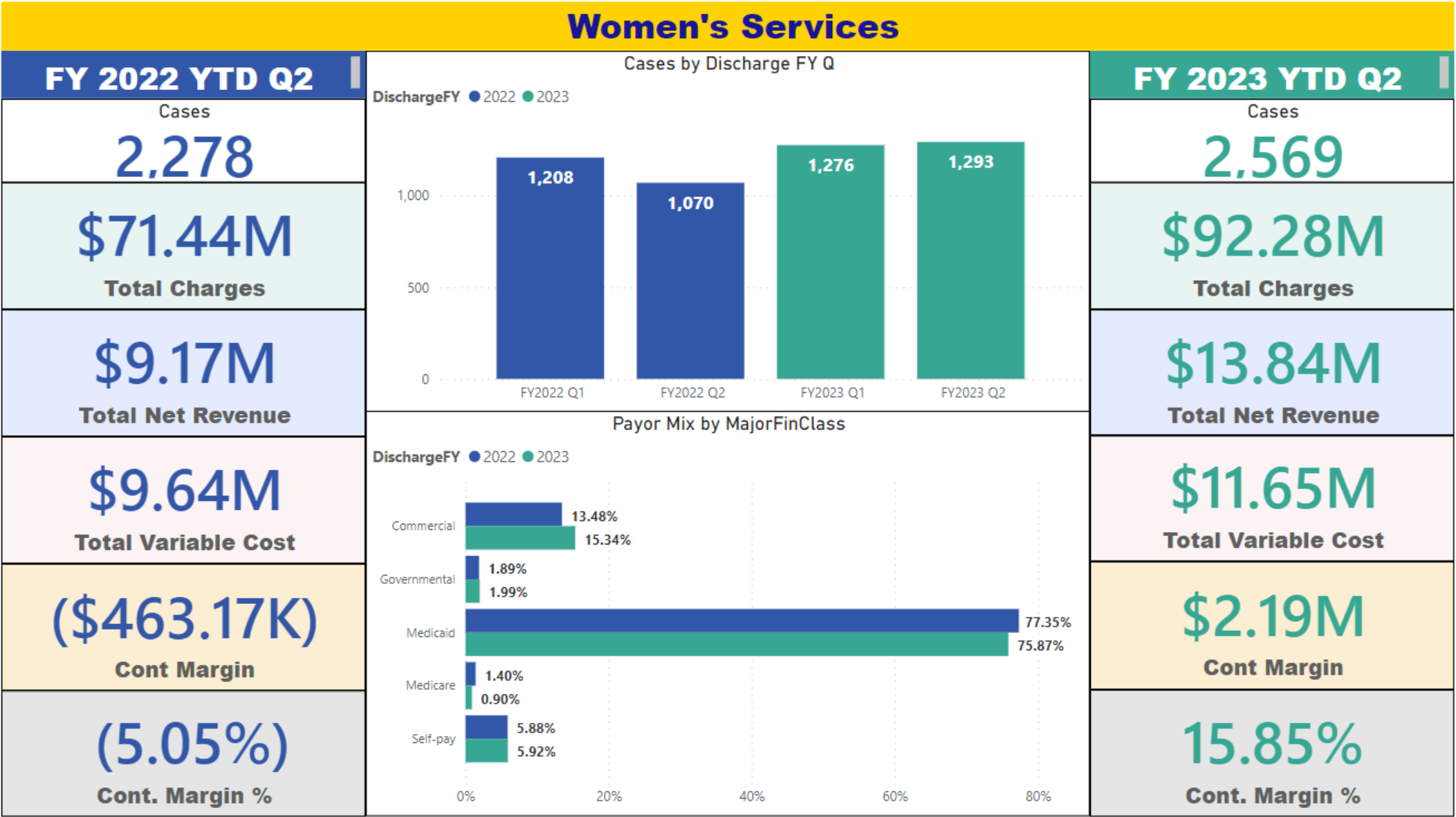


Note: Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.

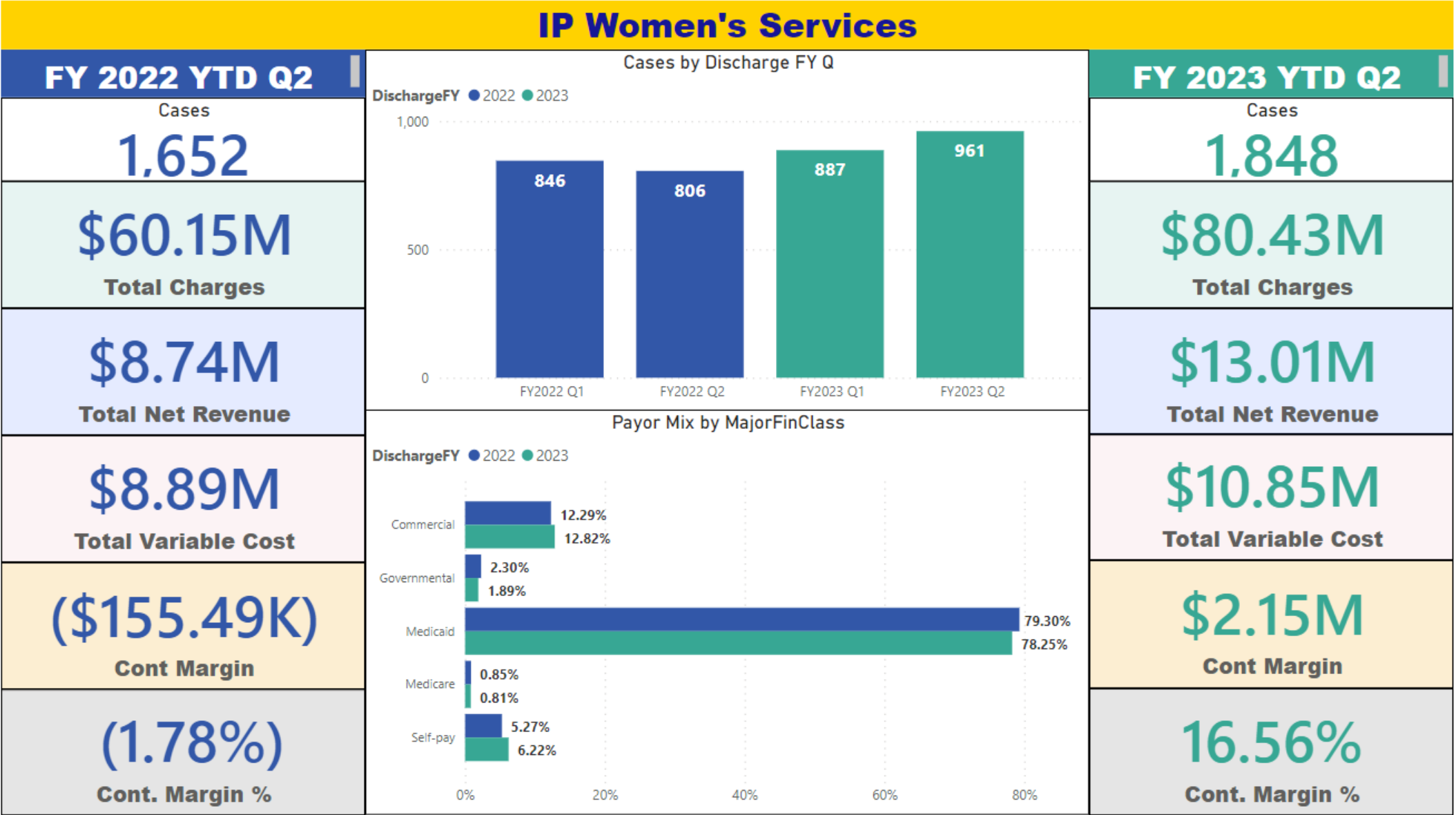




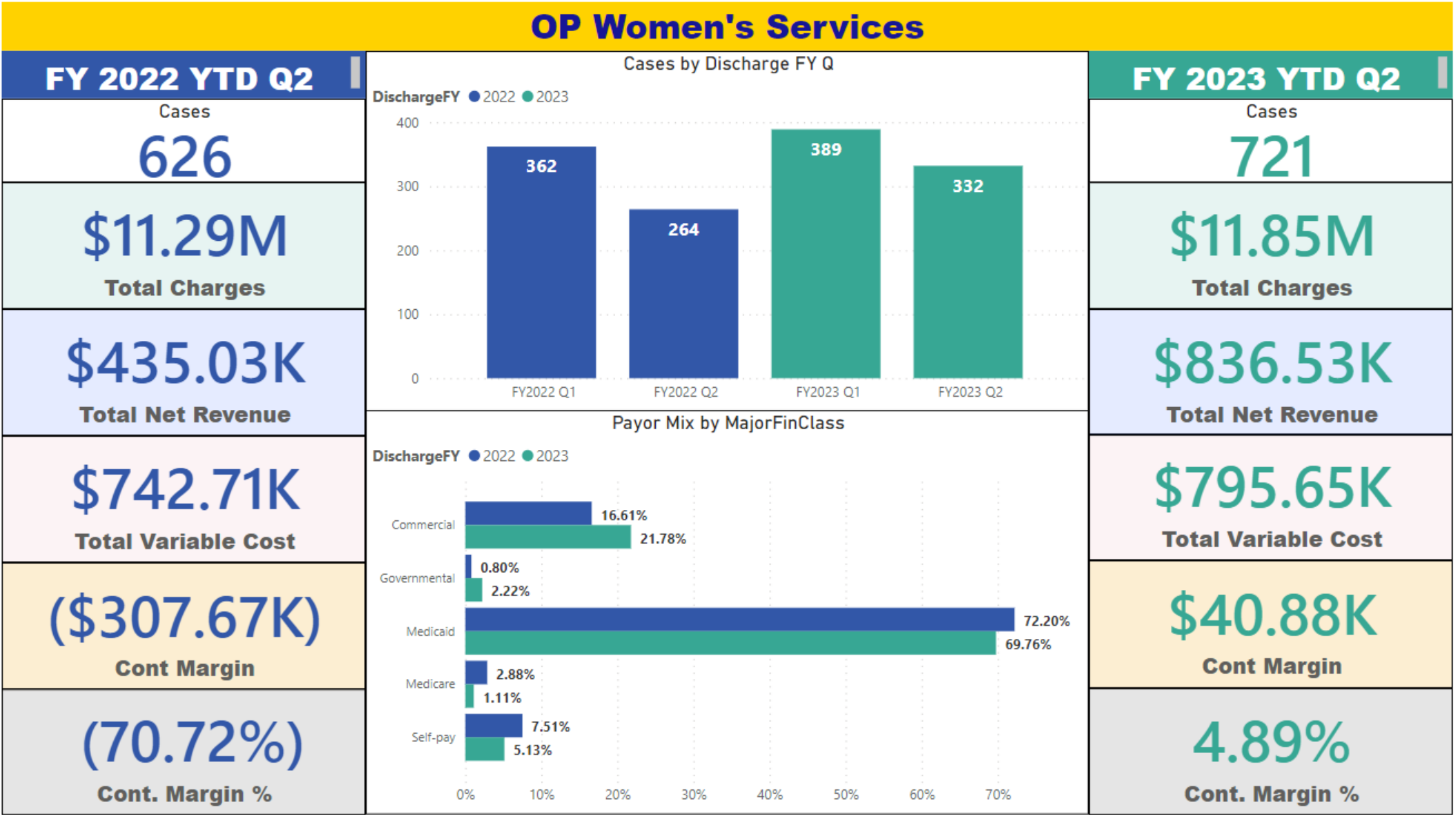
Note: Federal Supplemental payments are not reflected in the Total Net Revenue as shown on this slide.



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

Issue: FY2024 Budget Initiatives	Back-up:
Petitioner: Tony Marinello, Chief Operating Officer	
Recommendation: That the Governing Board Strategic Planning Committee receive an update on the FY24 Budget Initiatives; and direct staff accordingly. (<i>For possible action</i>)	

FISCAL IMPACT:

None

BACKGROUND:

The Committee will receive an update regarding the FY24 budget.

Cleared for Agenda
February 2, 2023

Agenda Item #

5



FY 24 Proposed Service Line Budget Initiatives

- **Ambulatory**
 - Southern Highlands Clinic PC Expansion and Express Care
 - Aliante
 - Continuity Clinic (Discharge Clinic)
 - Network Referral Capture
 - Eliminate/reduce Ortho outmigration
 - Increase Quality Incentive Payments
- **Cardiology**
 - Additional Cath Lab, Unit Remodel
 - New Procedures: Structural Heart, Watchman and MitraClip
 - Cardiac Thoracic Surgery Growth-Minimally Invasive
- **Orthopedics**
 - 14 Physicians employed
 - 2231 Ortho Clinic Expansion
 - Increased Surgeries
- **Surgery (All Other)**
 - Volumes back to 2019
 - Run rate, when we had anesthesia 12-14 General Room
 - Once we are fully employed Anesthesia program 16 Rooms
 - Number of FTE, 45, OB/Gen/Trauma/Peds/Cardiac
 - Medical Director, hired. Dr. Anderson Hu

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

Issue:	FY23 Organizational Goals Update	Back-up:
Petitioner:	Tony Marinello, Chief Operating Officer	
Recommendation: That the Governing Board Strategic Planning Committee receive an update on the FY23 Organizational Goals; and direct staff accordingly. (<i>For possible action</i>)		

FISCAL IMPACT:

None

BACKGROUND:

The Committee will receive an update regarding the Organizational Goals for fiscal 2023.

Cleared for Agenda
February 2, 2023

Agenda Item #

6



FY 23 Organizational Performance Objectives Update February 2, 2023

- 1. Continue to play a leading role in the development of the Las Vegas Medical District**
- 2. Improve Focused Six Service Lines financial outcomes and next steps (identify and enhance existing strategic service line initiatives and incorporate into 5 year financial plan, utilizes Proforma)**
- 3. Expand upon the five-year financial plan for UMC Enterprise to include consolidated income statement, cash flow statement and facility wide capital plan. The plan will be detailed down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.**
- 4. Align UMC/UNLV strategic initiatives**

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

Issue: UMC/UNLV Business Strategy	Back-up:
Petitioner: Tony Marinello, Chief Operating Officer	
Recommendation: That the Strategic Planning Committee receive an update regarding UMC/UNLV business strategy; and direct staff accordingly. (<i>For possible action</i>)	

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
February 2, 2023

Agenda Item #

7

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

Issue: The Medical District and Façade Progress	Back-up:
Petitioner: Tony Marinello, Chief Operating Officer	
Recommendation: That the Governing Board Strategic Planning Committee receive an update regarding the Medical District and Façade progress; and direct staff accordingly. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

The Committee will receive an update regarding the Medical District and UMC's Façade progress.

Cleared for Agenda
February 2, 2023

Agenda Item #

8

FACADE

Project Duration

- Pre-Construction: June 2022 – November 2022
- Construction: March 2023 – June 2025
- Project Closeout: June 2025 – August 2025

Phasing Plan

YEAR I (2023)	Trauma Building, Trauma Visitors Parking, Trauma Employee Parking, 7 th Story Tower, South Wing, Trauma Healing Garden
YEAR II (2024)	Southeast Building, Northeast Building, ER Building, Day Surgery Building, 2040 Building, East and Southeast Parking Lot, Doctor's Parking
YEAR III (2025)	New driveway coming from Shadow Lane, West Visitors Parking

LVMD

- ECG Consultant Assessment
- RTC Proposed Bus Top – Wellness Way
- GoMed Project
- RTC Bike Share and Potential Locations
- Public Art Design
- Mental & Behavioral Health Summit
- DVA Membership
 - Pills2Me
 - Graffiti Park
 - Lyft
 - Playcation



**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. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
February 2, 2023

Agenda Item #

9