AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
October 17, 2019 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 in the following locations:

University Medical Center 1800 W. Charleston Blvd. Las Vegas, NV (Principal Office)	CC Government Center 500 S. Grand Central Pkwy. Las Vegas, NV	Third Street Building 309 S. Third St. Las Vegas, NV	Regional Justice Ctr 200 Lewis Ave., 1st Fl Las Vegas, NV
City of Las Vegas 400 Stewart Ave. Las Vegas, NV	City of Henderson 240 Water St. Henderson, NV		

- 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 Terra Lovelin, 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 September 19, 2019. *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

4. Receive a report regarding UMC market share and service line performance; and direct staff accordingly. *(For possible action)*

5. Receive a report regarding market dynamics; and direct staff accordingly. *(For possible action)*

6. Review UMC's 10-year Strategic Plan; and direct staff accordingly. *(For possible action)*

7. Receive a report regarding UMC's Emergency Preparedness Program; and direct staff accordingly. *(For possible action)*

8. Receive an update regarding UMC joint marketing with UNLV; 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)*

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.

COMMENTS BY THE GENERAL PUBLIC

A period devoted to comments by the general public about matters relevant to the Committee's jurisdiction will be held. No action may be taken on a matter not listed on the posted 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.

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).

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday September 19, 2019
8:00 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 8:02 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 phone)
Renee Franklin (via phone)
Dr. Mackay (via phone)
Mary Lynn Palenik (via phone)
Christian Haase (via phone)

Absent:
Robyn Caspersen

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Danita Cohen, Chief Experience Officer
Susan Pitz, General Counsel
Vick Gill, Associate Administrator
Kayla Peterson, Management Analyst
Terra Lovelin, 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.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on August 8, 2019. *(For possible action)*

Chair Hagerty clarified that the guest in attendance at the August 8, meeting, Mr. Perrin is with Salesforce Inc.

FINAL ACTION: A motion was made by Dr. Mackay that the minutes be approved as amended. Motion carried by unanimous vote.

ITEM NO. 3 Approval of Agenda *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Discuss CEO annual FY20 goals and objectives as it relates to the subject matter relevant to the Strategic Planning Committee and make a recommendation to the Human Resources and Executive Compensation Committee; and direct staff accordingly *(For possible action)*

DOCUMENT SUBMITTED:
- FY20 CEO Goals

DISCUSSION:

Mr. VanHouweling presented four FY20 Performance Objectives for the committee to consider.

1. **Financial Plan. Develop a five-year financial plan (FY 20 – FY 24 inclusive) for UMC as a whole with a consolidated income statement, balance sheet and cash flow statement. Each department and/or service line should have a detailed P&L showing patient volumes, revenue per case and direct expense per case by DRG. Each department, service line and support department should have headcount and compensation detail identified. Each department, service line and support department should have detailed forecast of capital spending and the related financial impact of such capital spending. The consolidated balance sheet and cash flow statement should reflect explicit assumptions about working capital needs and capital expenditure funding sources.**

Member Palenik agreed with Chair Hagerty that the CEO goals should be drafted and submitted by the committees. She would also like goal one to focus on short term goals as well as those five-years out.

Member Franklin commented that she is a bit concerned about the items around head count and compensation. She isn't sure we need to call it out in the goal.

Chair Hagerty suggested including SWB and putting percentages in goal one.

2. **Marketing Plan with UNLV SoM. Develop and implement a joint branding and marketing campaign with the UNLV School of Medicine to promote the two institutions' cooperation as Las Vegas's premier Academic Medical Center.**

The committee agrees with this goal as stated.

3. **Continued Leadership in Las Vegas Medical District. Together with the executive team of the Las Vegas Medical District, identify that medical activities that the LVMD should seek to attract to complement the existing major tenants: two hospitals and a medical school.**

Member Palenik asked how we evaluate Mr. VanHouweling on this goal in a year from now.

Member Franklin agreed and suggested wording it in a way that it can be measured.

Chair Hagerty said he would revamp it to perhaps say, "Continue to drive the development of the medial district a year from now."

The committee asked to create measurable goals with the sacred 6 service lines.

FINAL ACTION TAKEN: Member Franklin motioned to have Chair Hagerty revise the goals and submit to the HR committee for incorporation and subsequent approval as discussed by the Governing Board for approval.

SECTION 3: EMERGING ISSUES

ITEM NO. 7 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

Have a presentation on future Medicare requirements and strategies.

COMMENTS BY THE GENERAL PUBLIC:

None

There being no further business to come before the committee this time, at the hour of 8:43 a.m. Chair Hagerty adjourned the meeting.

APPROVED:

MINUTES PREPARED BY: Terra Lovelin

FY2019 Market Share Update

Strategy Committee

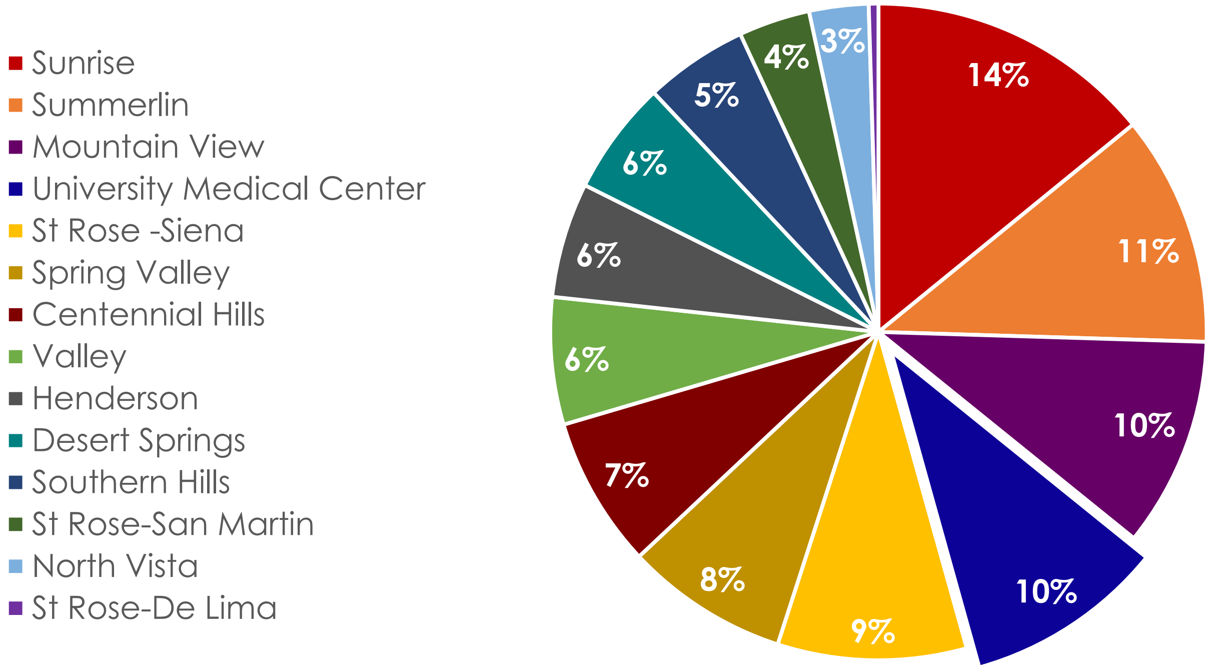
October 2019

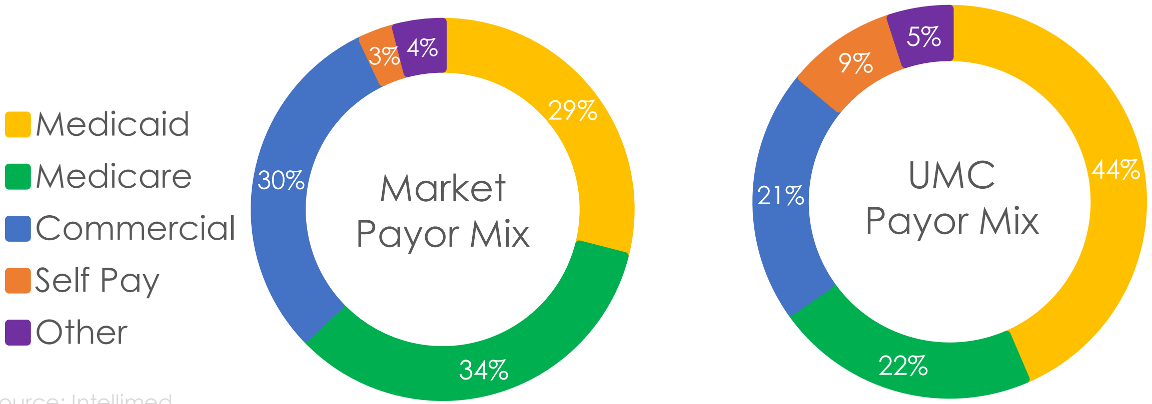
Market Share

UMC UNIVERSITY MEDICAL CENTER

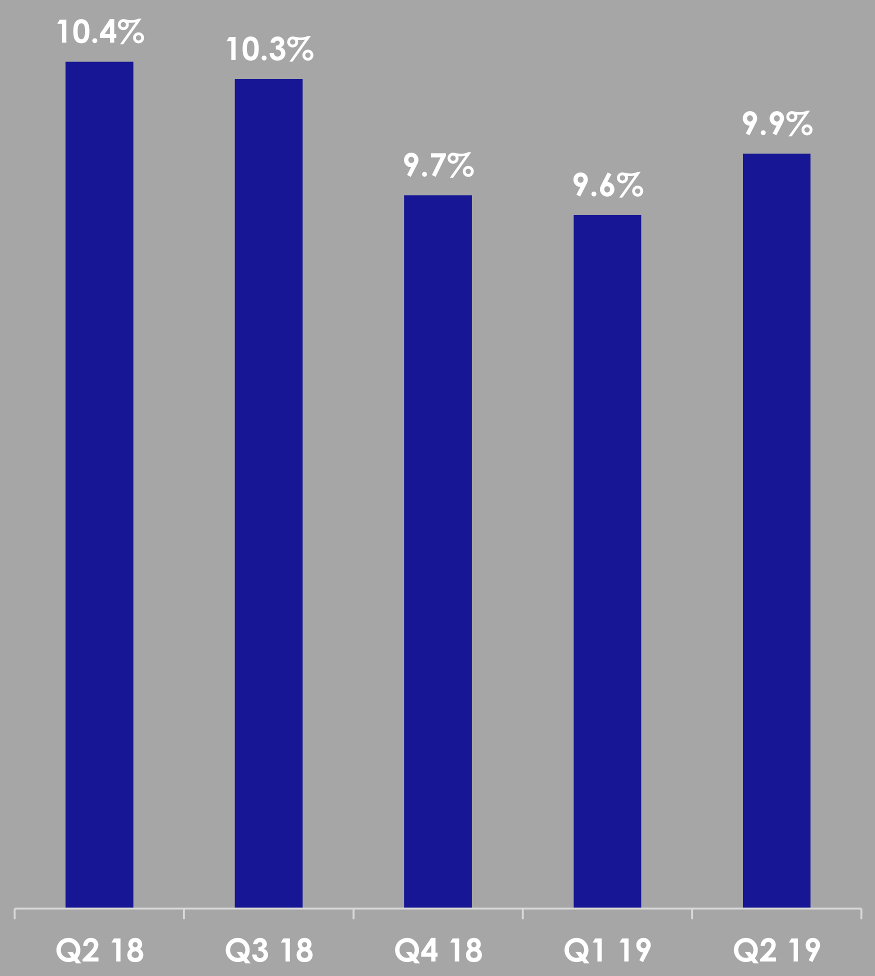
University Medical Center Market Share Analysis

FY 2019
Inpatient Market Share (Volume)





Quarter Comparison

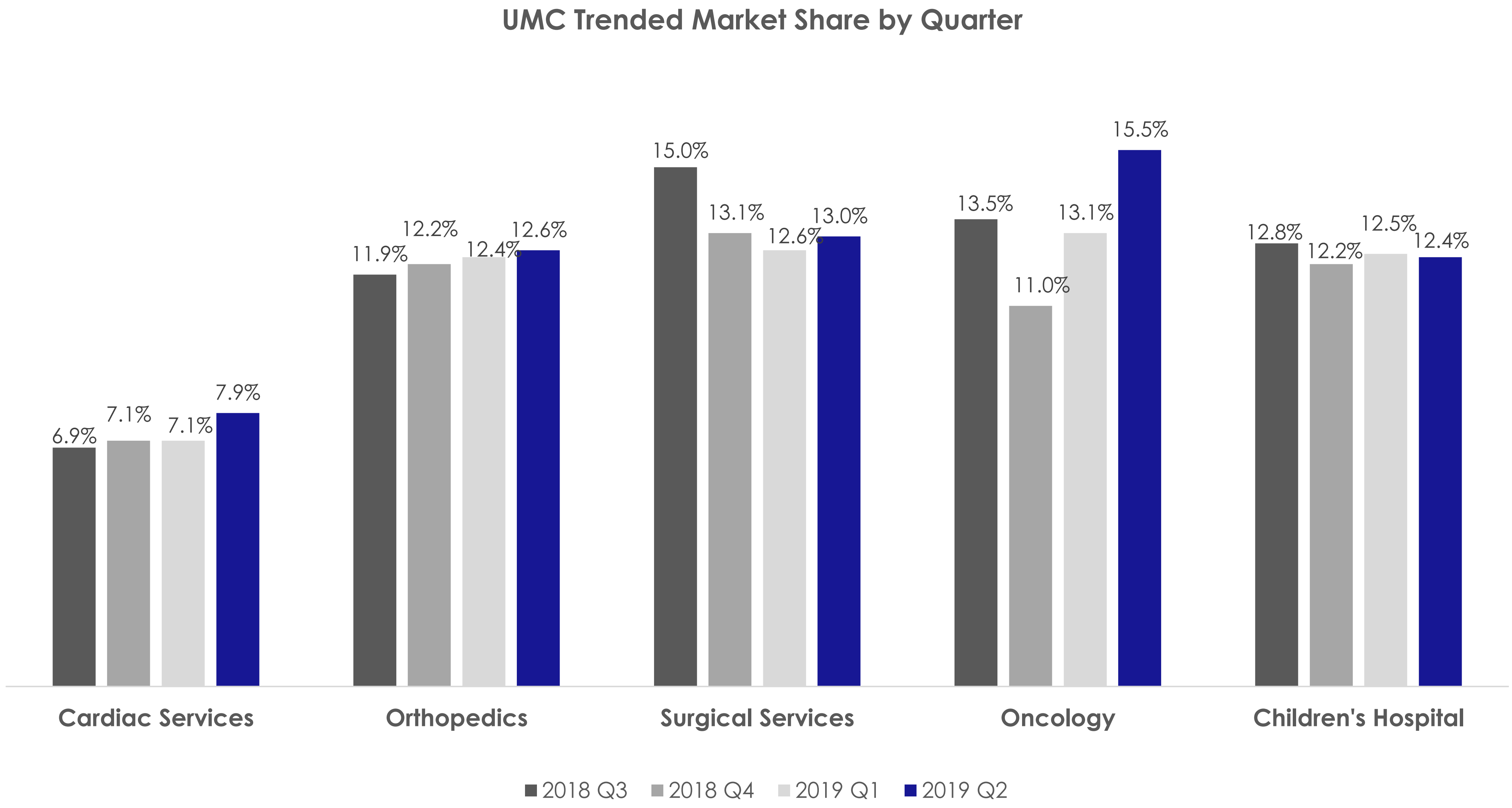


Source: Intellimed

Market Share

UMC
UNIVERSITY MEDICAL CENTER

University Medical Center Market Share Analysis

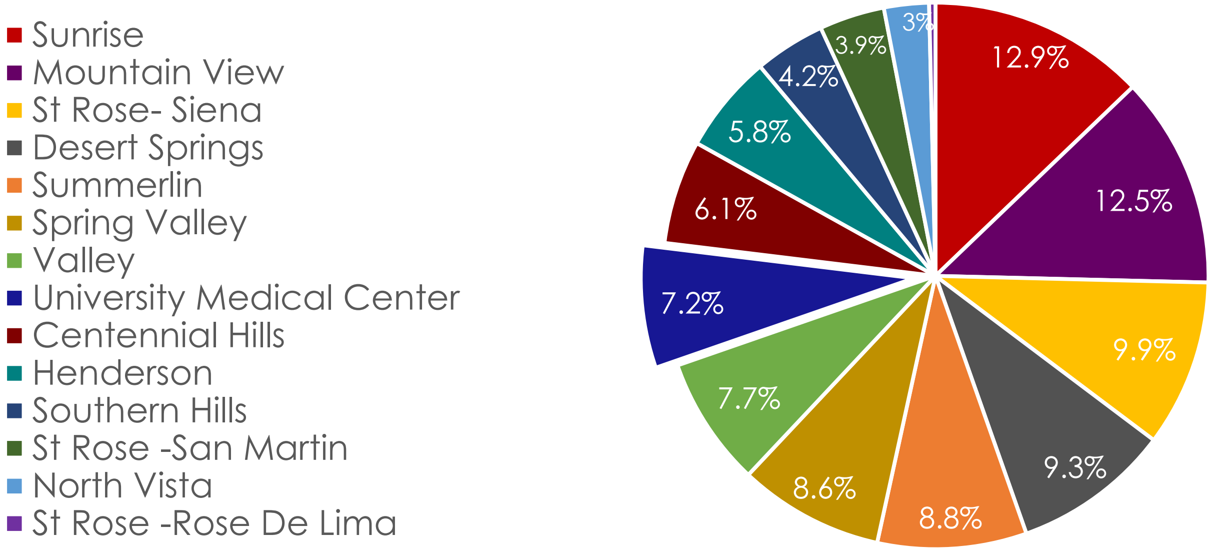


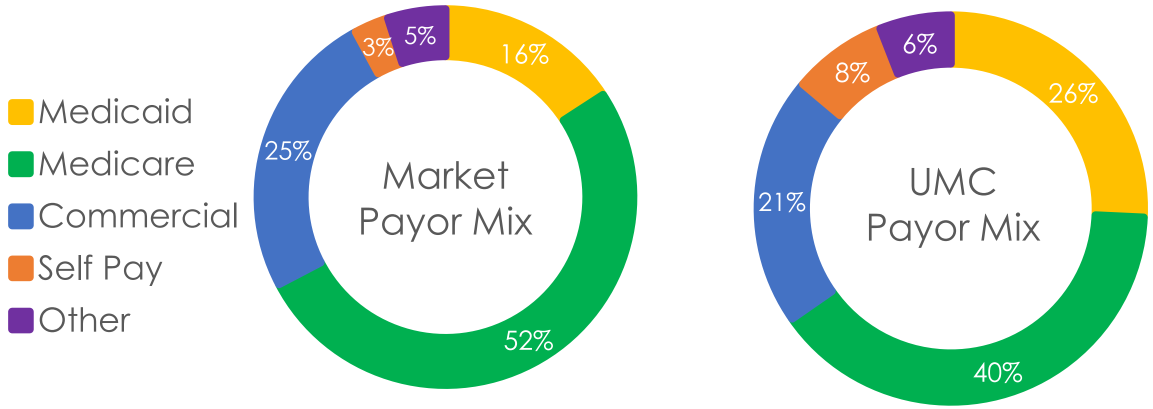
Source: Intellimed

Cardiovascular Services

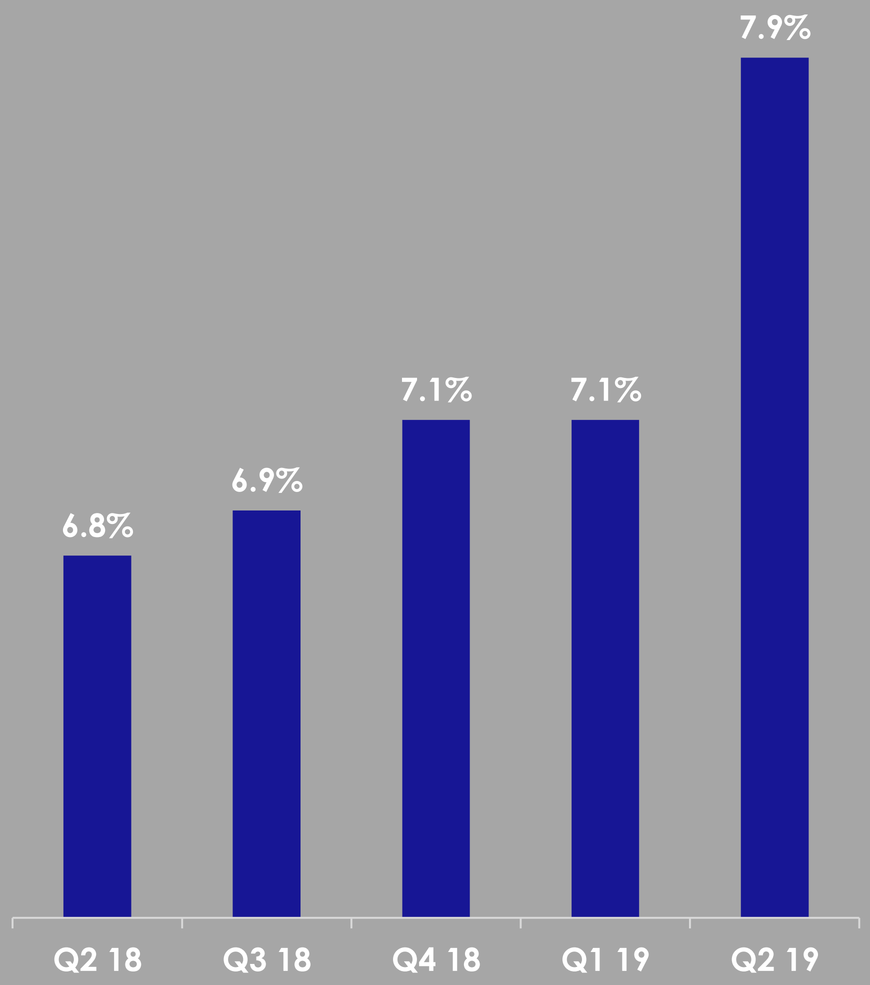
Market Share Analysis

FY 2019
Inpatient Cardiovascular Services
Market Share (Volume)





Quarter Comparison

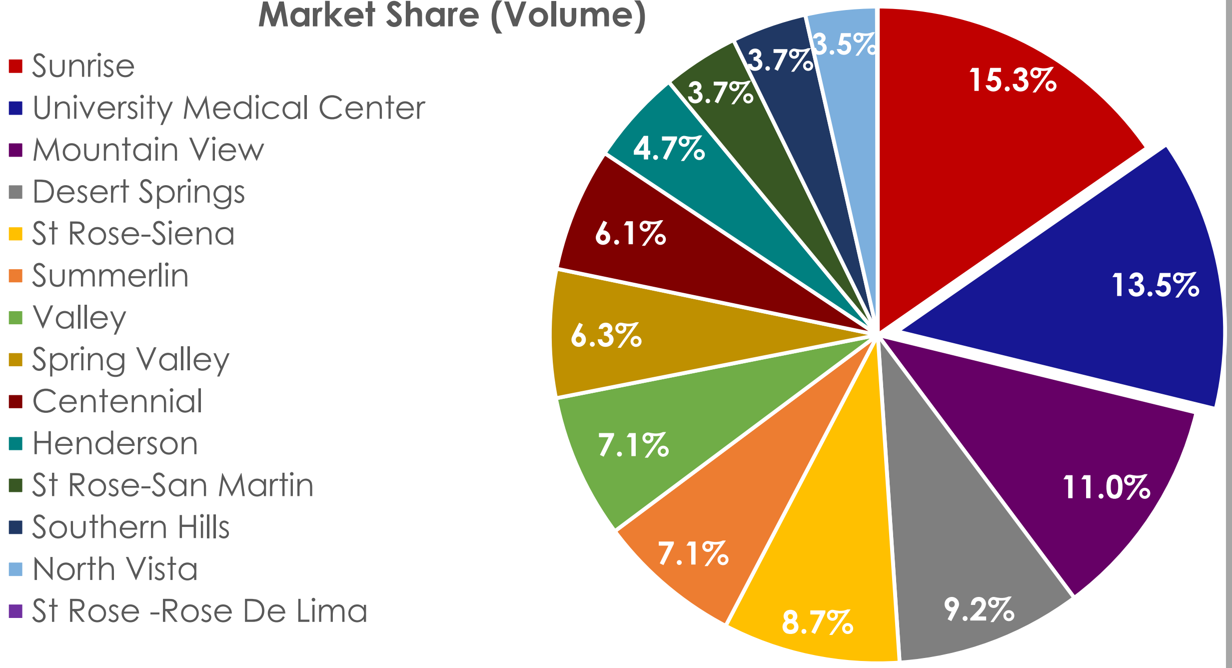


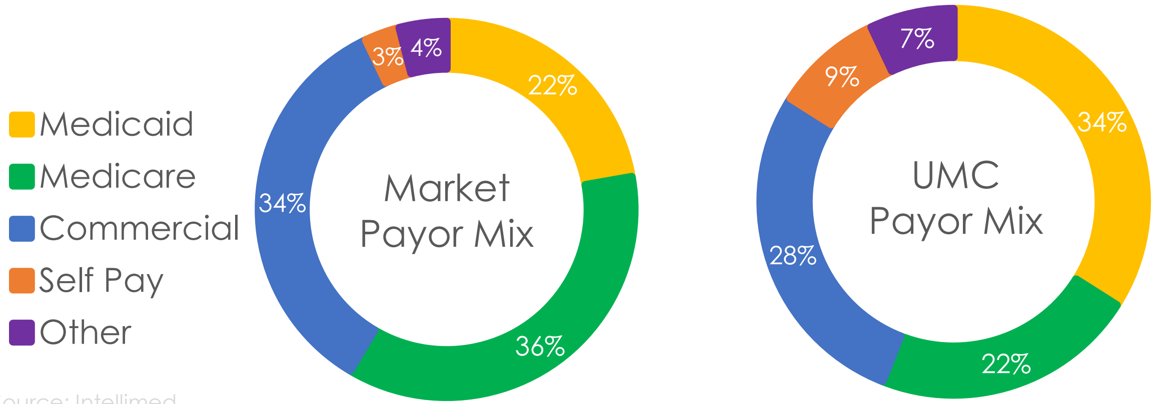
Source: Intellimed

Surgical Services

Market Share Analysis

FY 2019
Inpatient Surgical Services
Market Share (Volume)





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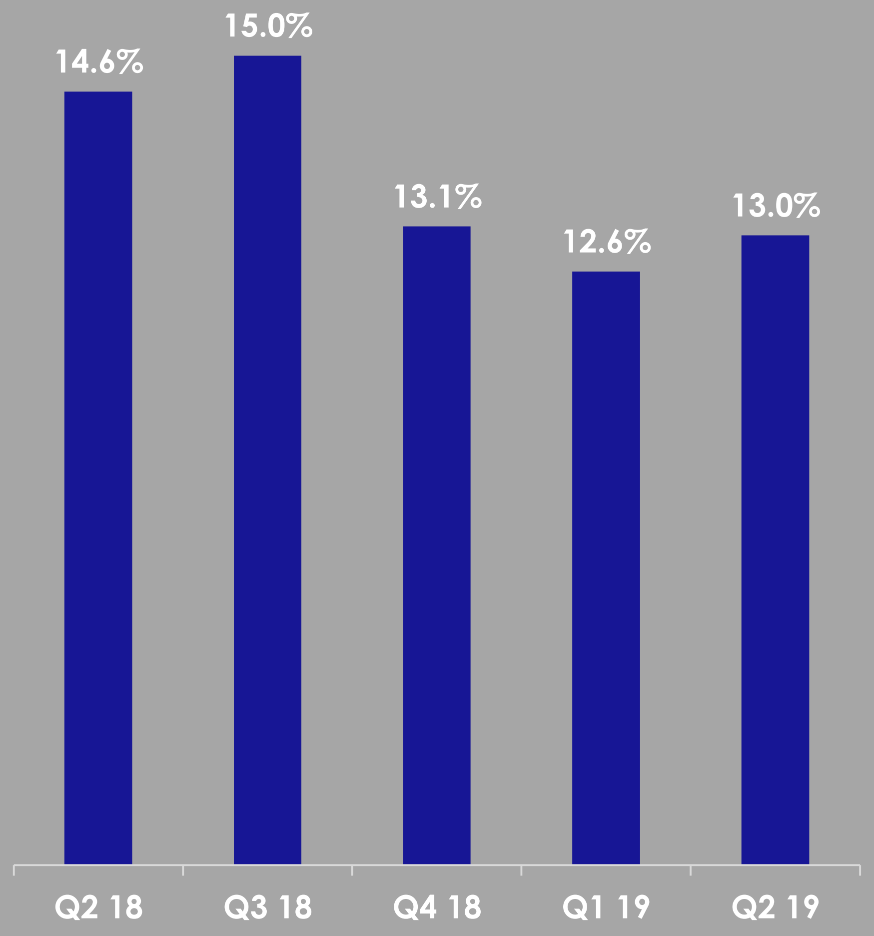
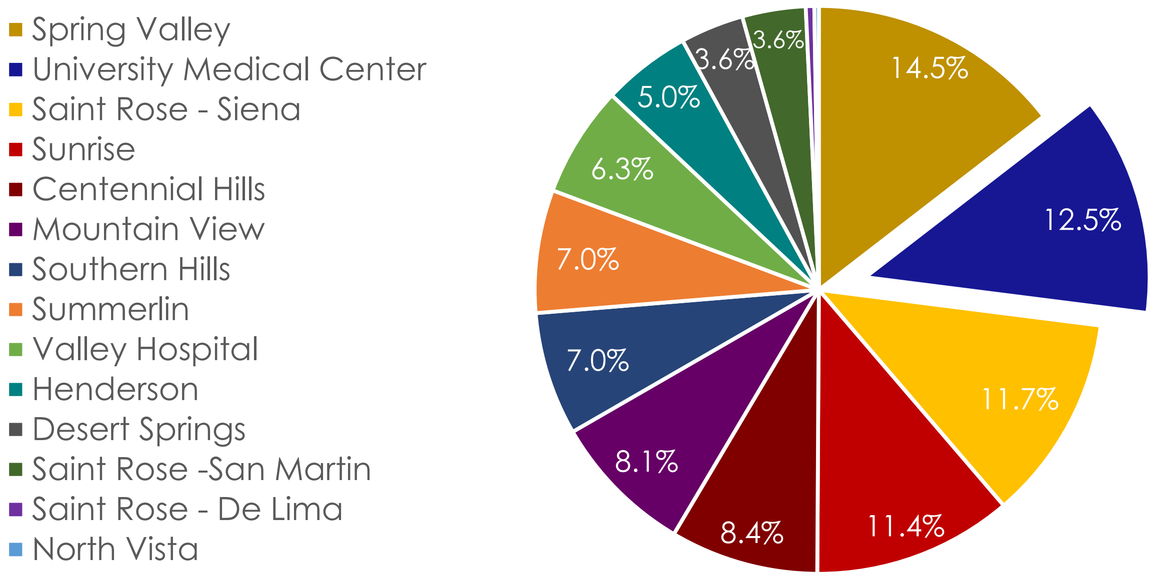


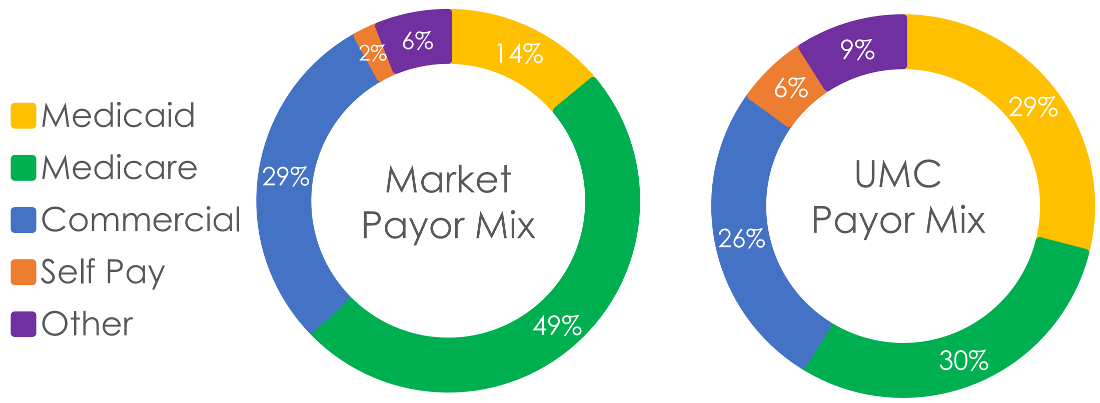
Source: Intellimed

Orthopedics

Market Share Analysis

FY 2019
Inpatient Orthopedics Services
Market Share (Volume)





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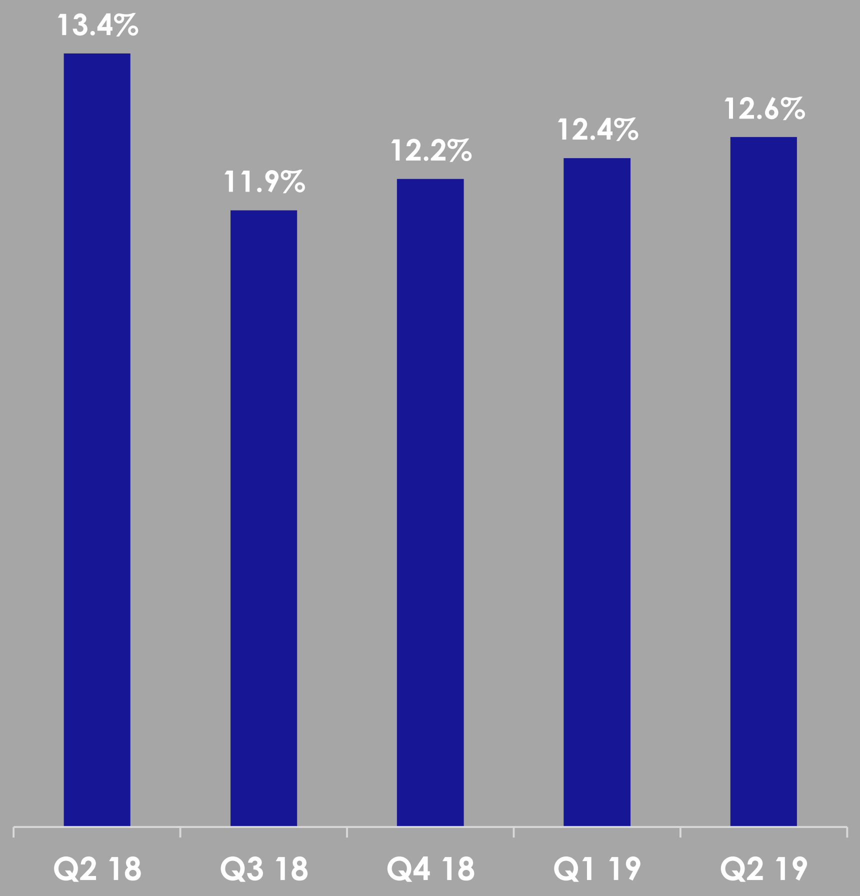
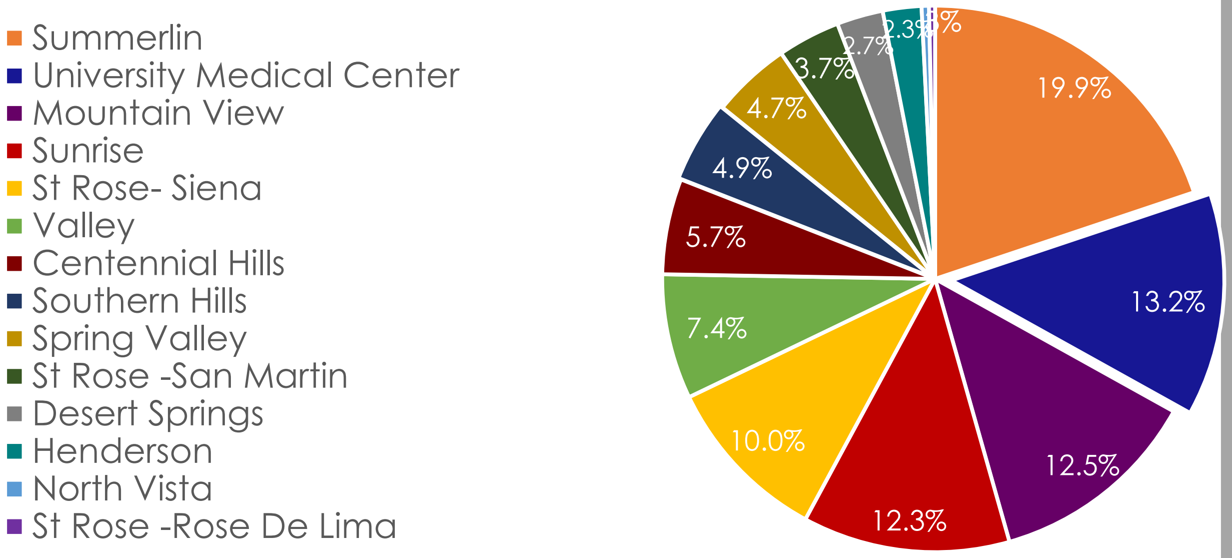


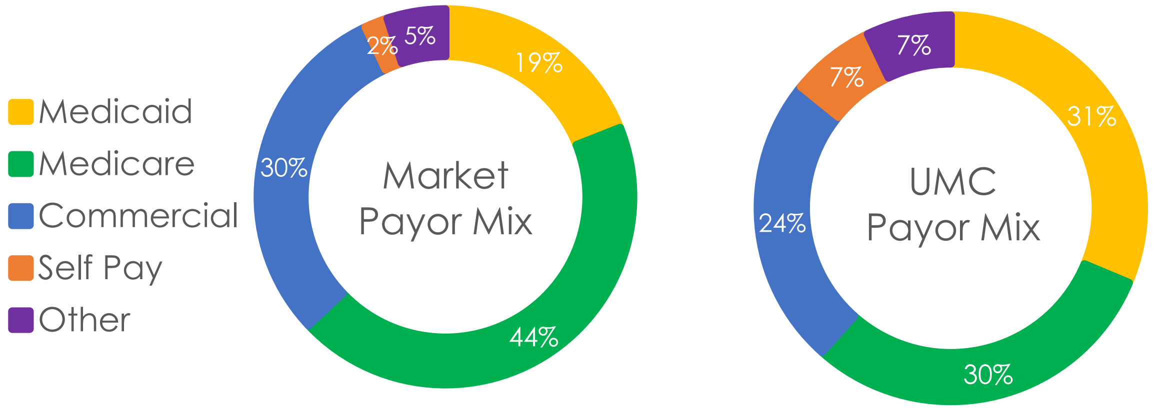
Source: Intellimed

Oncology

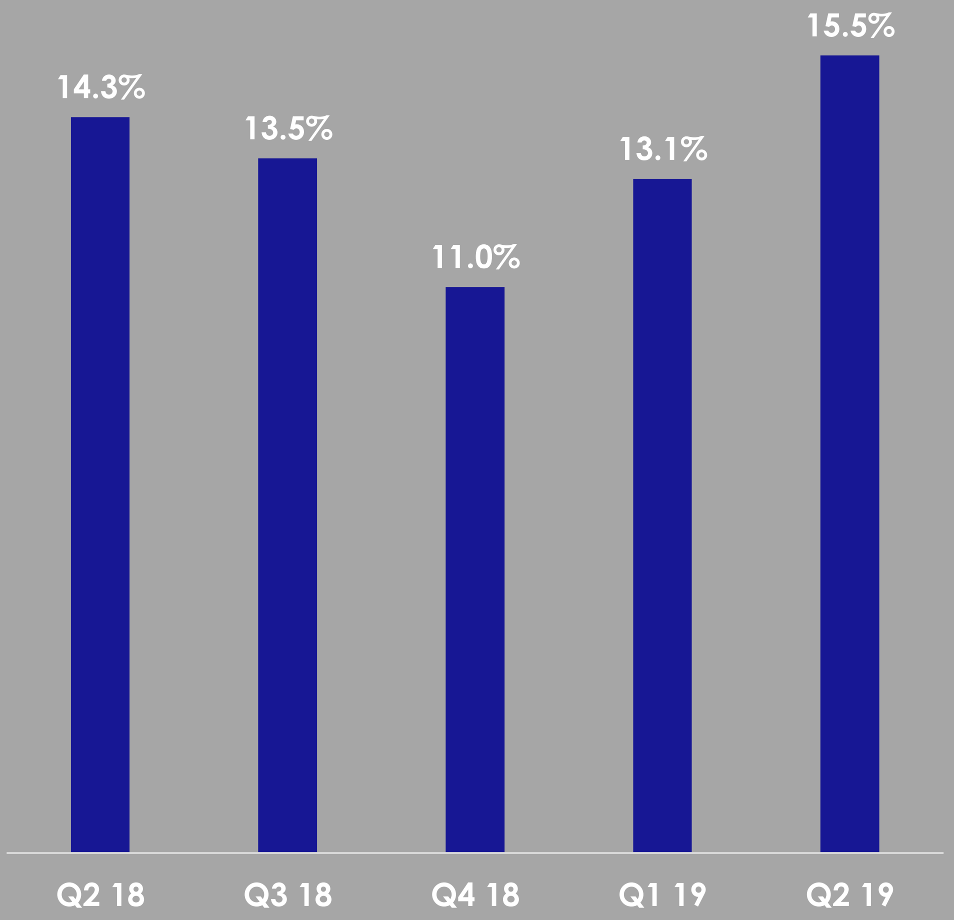
Market Share Analysis

FY 2019
Inpatient Oncology Services
Market Share (Volume)



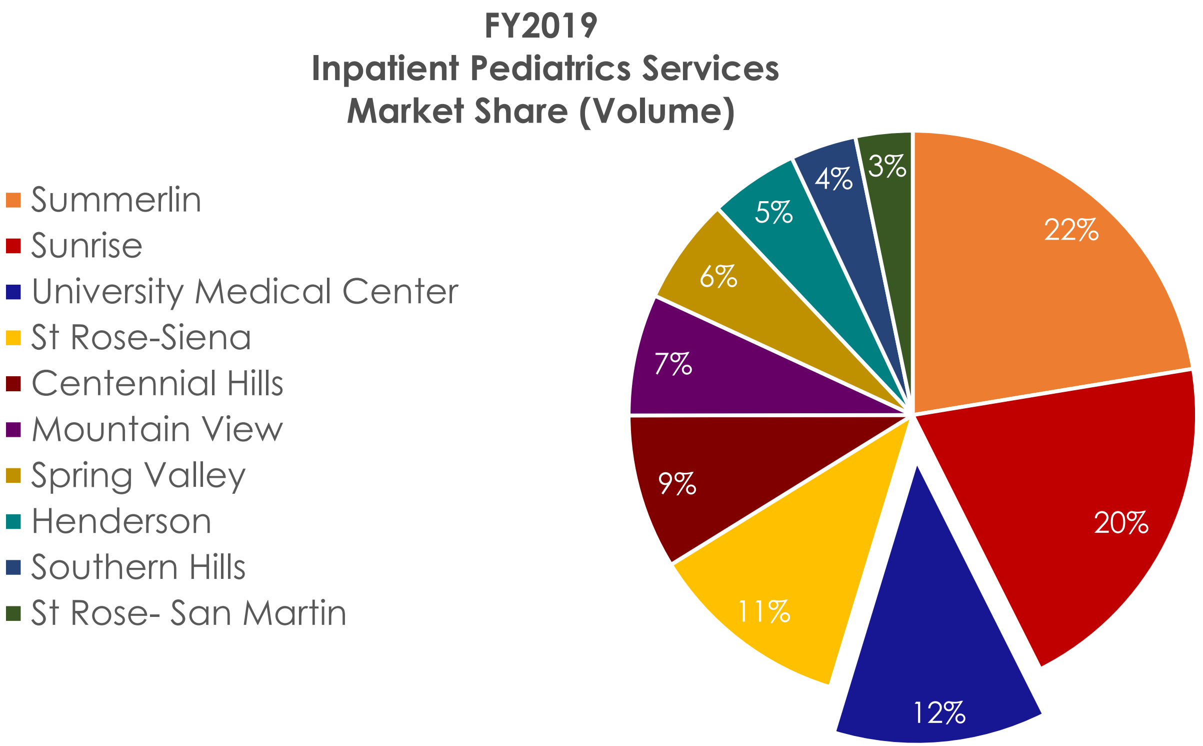


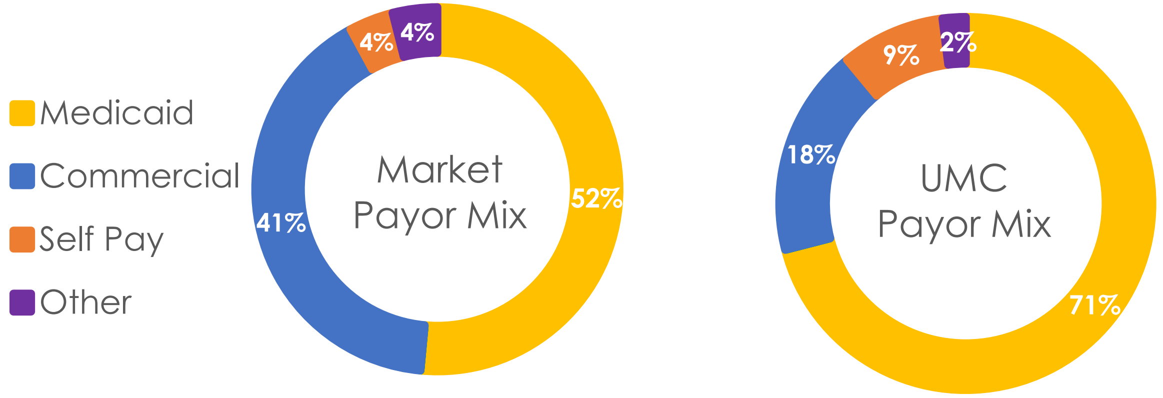
Quarter Comparison

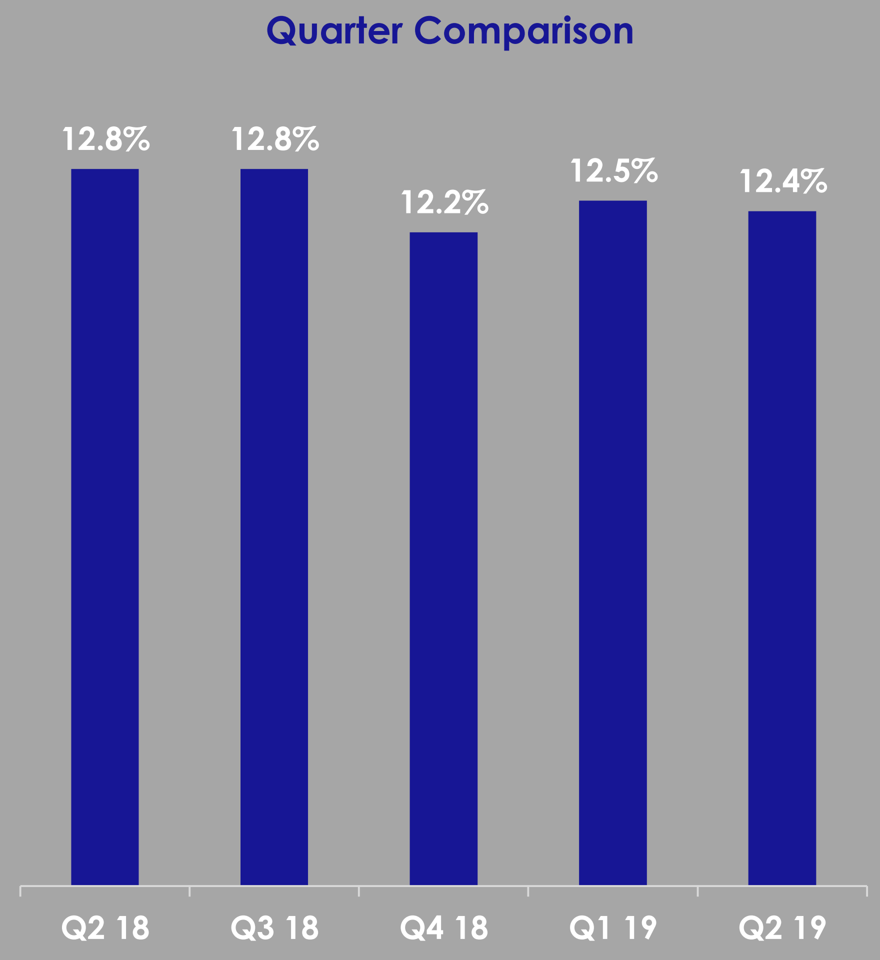


Pediatrics

Market Share Analysis

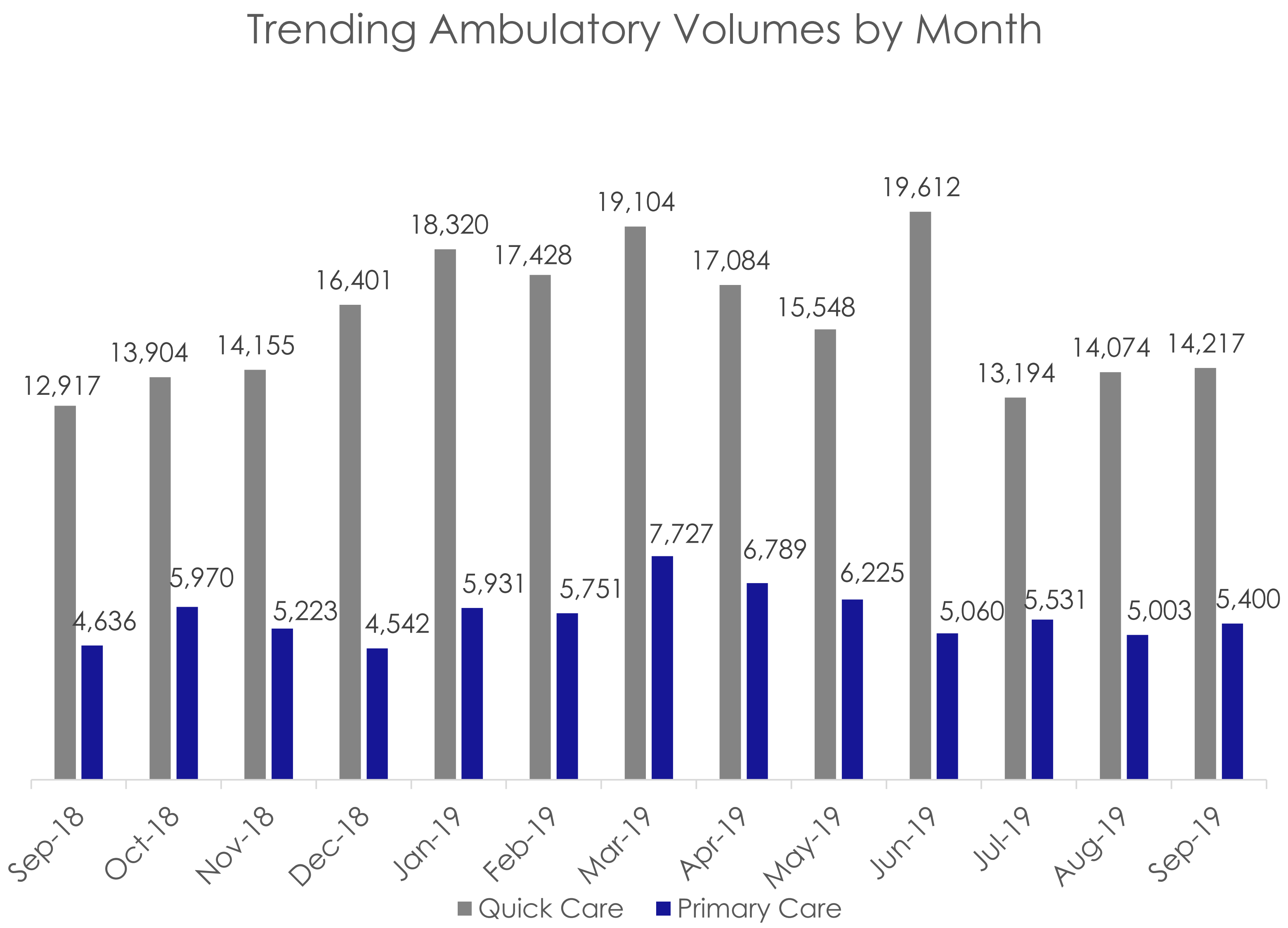


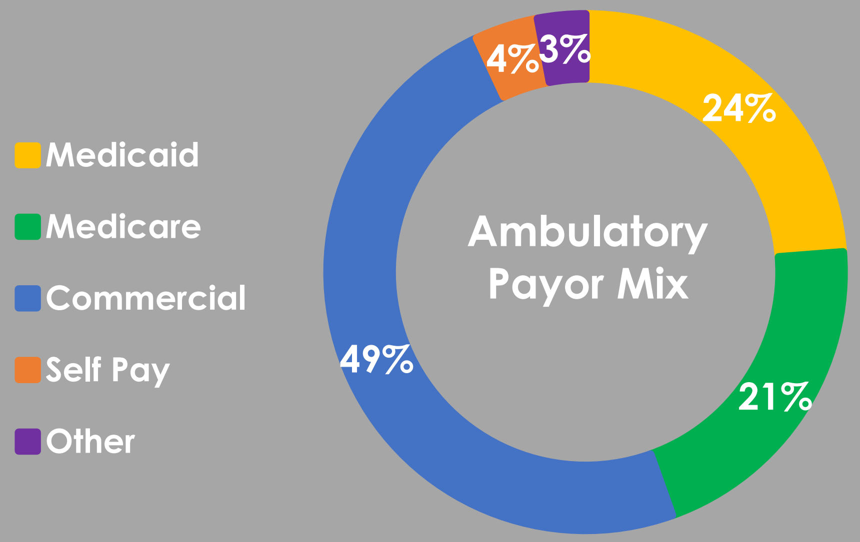




Source: Intellimed

Ambulatory





Source: Kauffman Hall via Decision Support

Market Dynamics

Strategy Committee

October 2019

Strategy Updates

University Medical Center

- Senator Kamala Harris and Mayor Pete Buttigieg visited UMC
- New Cath & EP Lab expected to open by the end of the year
- Exploring the possibility of purchasing 2nd DaVinci Robot
- TAVR
- Telemedicine
- Strategic Operations
- Master Plan

Las Vegas Market

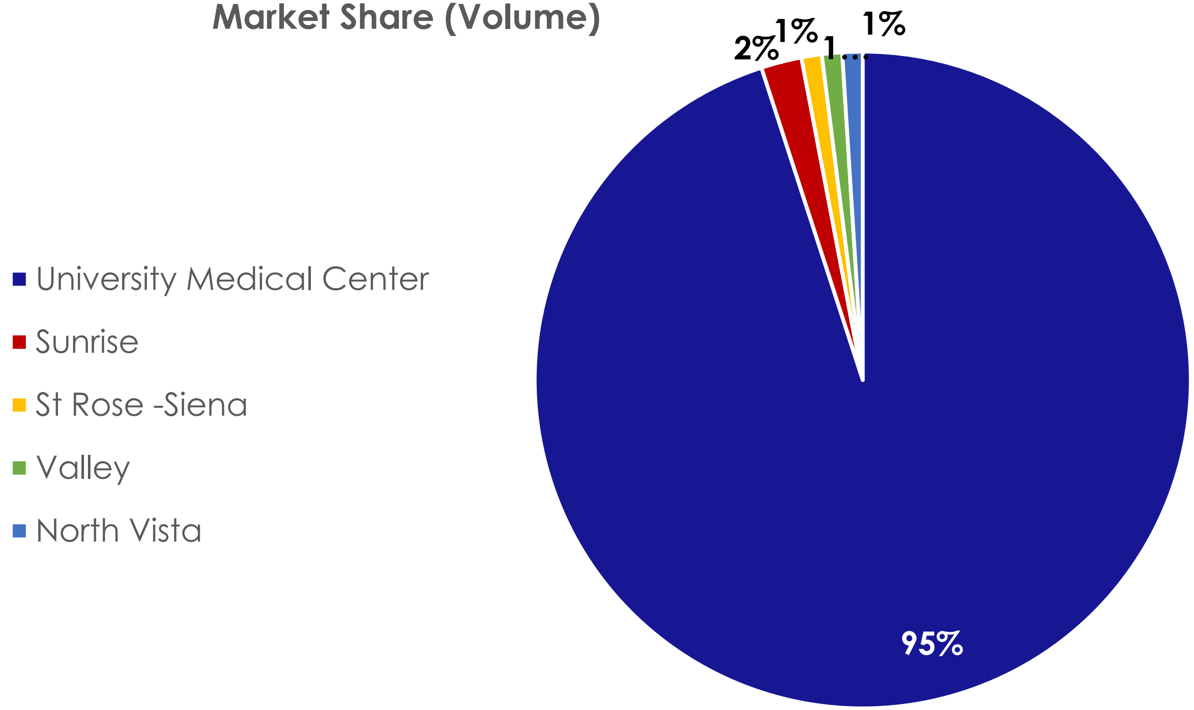
- Intermountain not planning to building an acute care hospital in market
- Valley Health System ER at Blue Diamond opened to patients September 30th
- Valley Health System Emergency Medicine Program receives approval from ACGME
- Sunrise ER (37 beds) & tower expansion (72 beds) expected to be completed by end of the year
- Sunrise opening a "burn center"

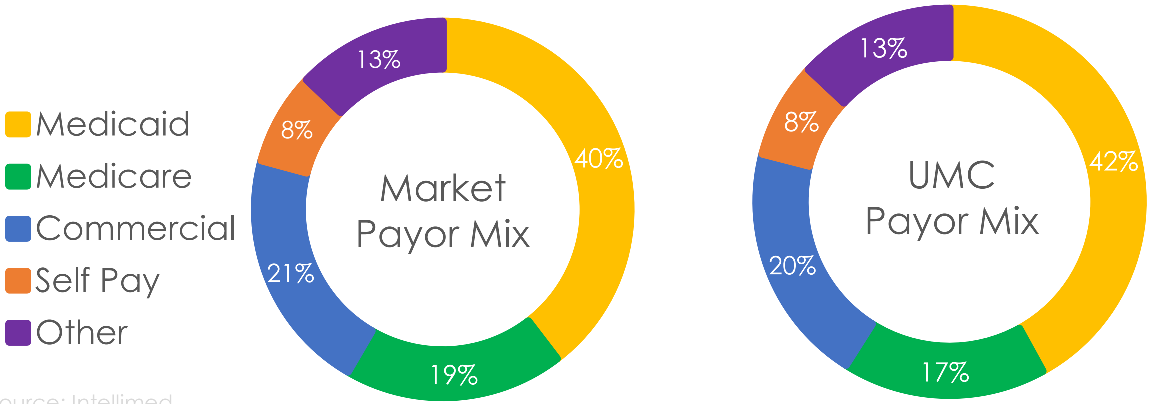
Market Share

UMC UNIVERSITY MEDICAL CENTER

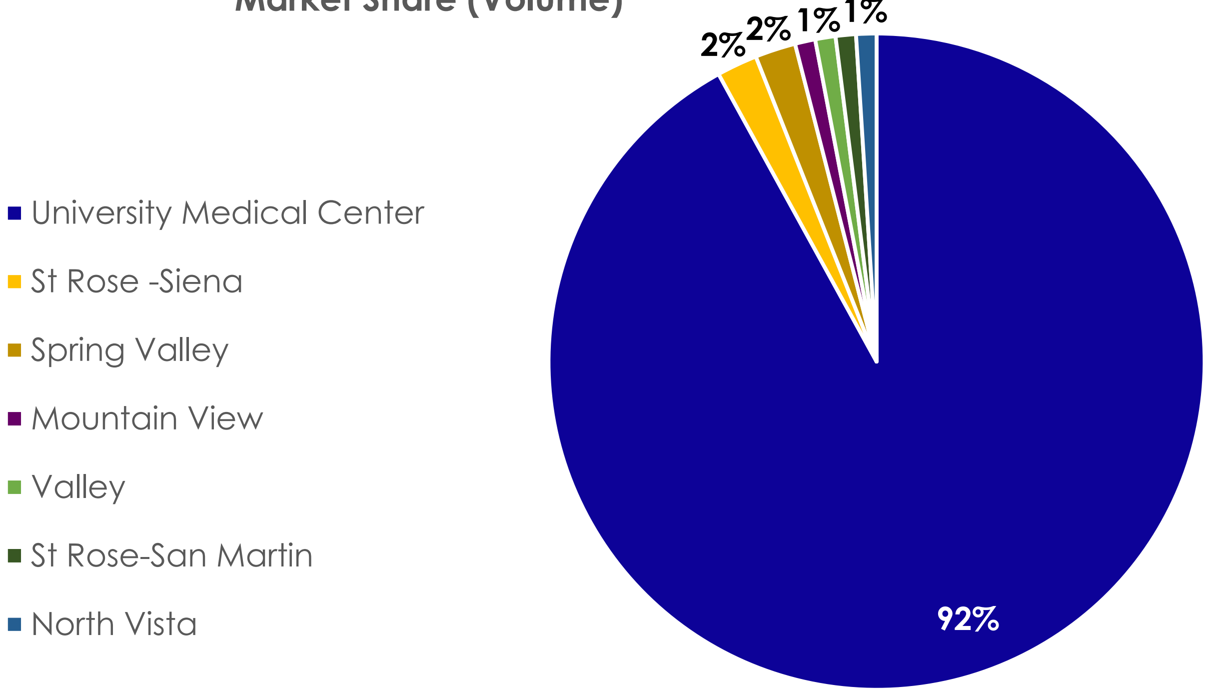
Burn Service Line Data

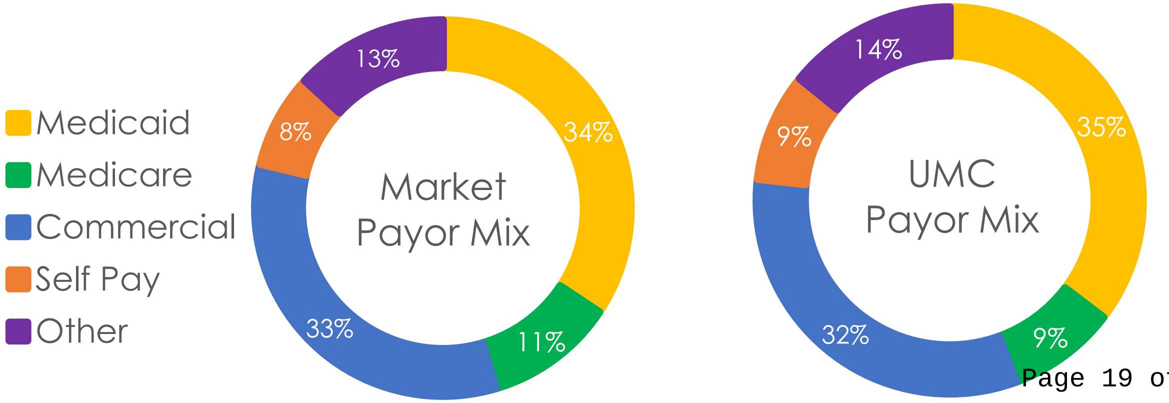
FY 2019 Inpatient Burn Market Share (Volume)





CY 2018 Outpatient Burn Market Share (Volume)





Source: Intellimed

10-Year Plan Overview

Strategy Committee

October 2019

Strategic Plan

Mission, Vision, Values

Mission

To serve our community by providing patient-centered care in a fiscally responsible and learning focused environment

Vision

To be the premier Academic Health Center

Values

Compassion
Accountability
Integrity
Respect

Strategic Plan

UNIVERSITY MEDICAL CENTER

The 10-Year Vision

The Vision for the University Medical Center 10-Year Strategic Plan

2030 Goal

UMC will be a regional leader of Academic Health Centers focusing on excellence in clinical care, patient & employee experience, education and research delivered in a clinically integrated environment.

Strategic Plan

Key Priorities

Access
Market competitive standard for access in the communities we serve that supports organizational growth

Integration
Effective physician and hospital partnership that supports clinical integration leading to improved quality and experience for patients

Experience
Patients feel valued, cared for and continue to choose us as their medical home/provider of care

Sustainability
Financial sustainability that supports growth and reinvestment to sustain our mission

Network
Community engagement and external partnerships that align resources necessary for a sustainable clinically integrated network of care

Workforce
Culture of excellence in the workforce that empowers staff to embrace and lead transformation to a high performance health system

Strategic Plan

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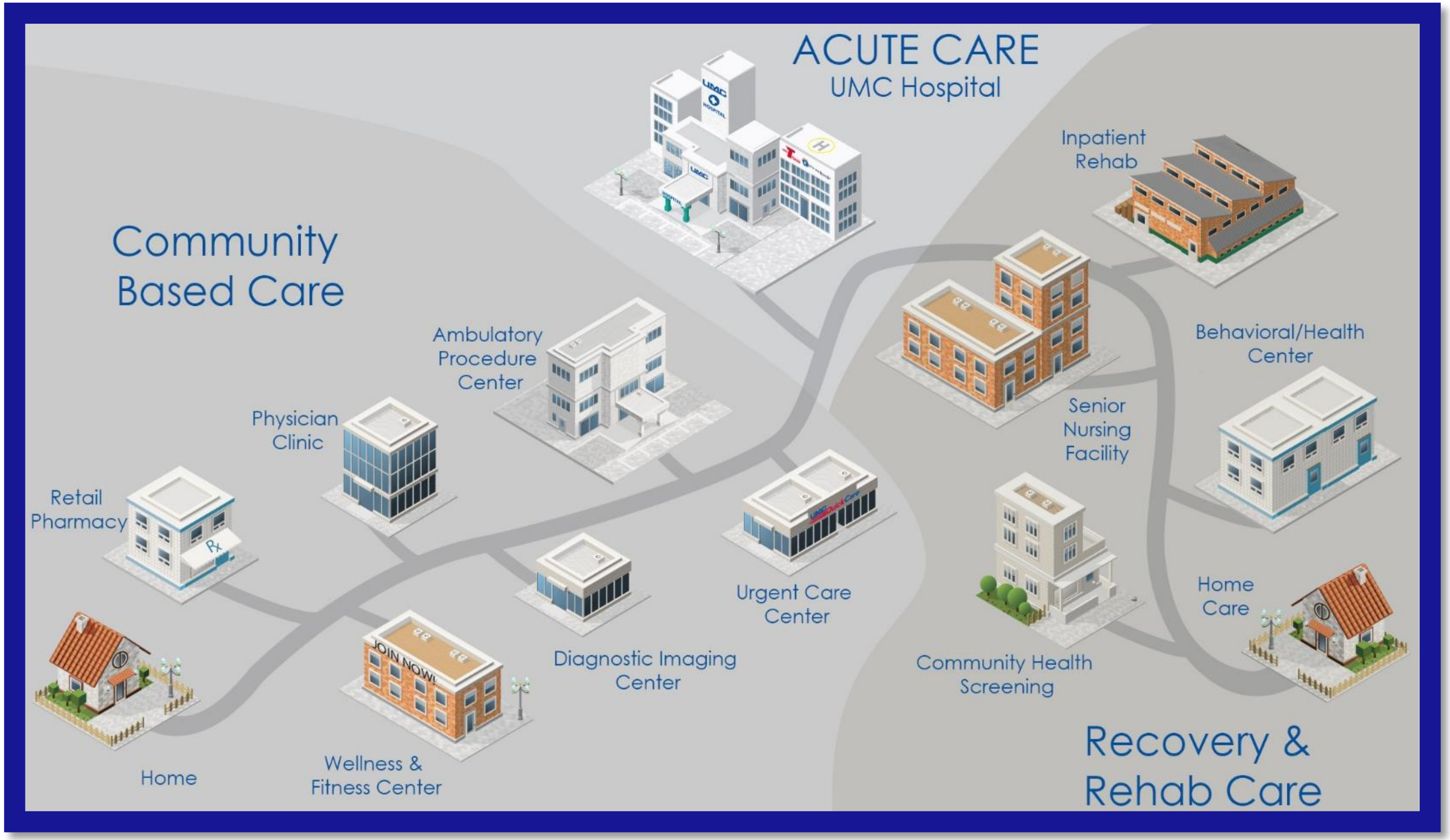
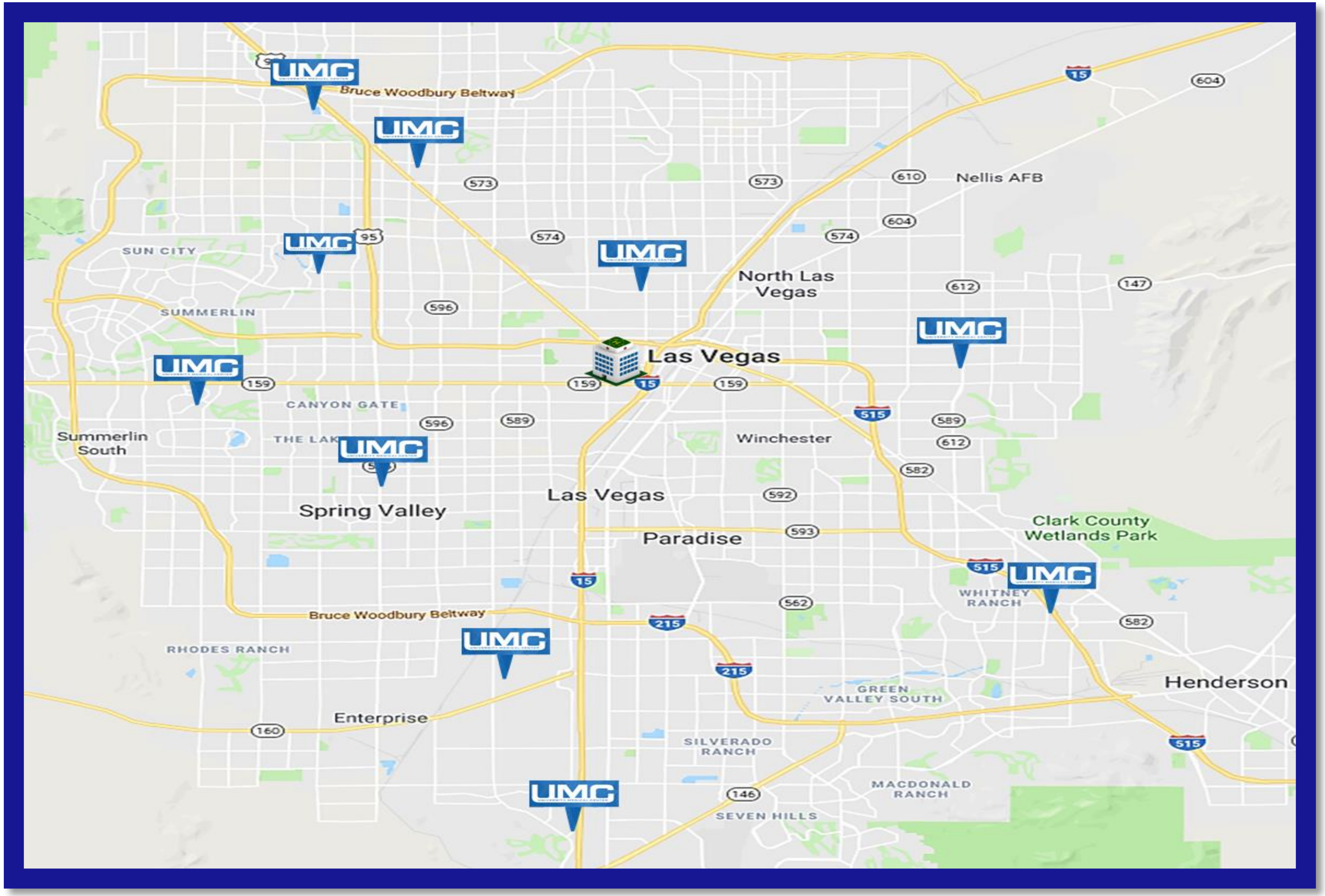
Clinical Integration



Strategic Plan

Quick Care & Primary Care Network



Strategic Plan

- UMC & Strategic Service Line market analysis and SWOT
- Strategic Service Line goals, highlighted tactics, and measures of success in the areas of:
  - Financial Stability
  - Quality Improvement
  - Operational Throughput
  - Continuum of Care & Community Needs
- Identified required resources (capital and operational)
- Identified cost containment and revenue generation strategies
- Developed detailed service line margin analysis including:
  - Modeled net revenue, variable & fixed costs, direct margin, EBIT, and supplemental payments at account & DRG/CPT level
- Team is actively working on developing a financial projection model which will assist in service line development, proforma analysis, and Strategic Planning Committee requested 5-year Financial Plan

Emergency Preparedness

Strategy Committee

October 2019

Emergency Management

Emergency Management Program

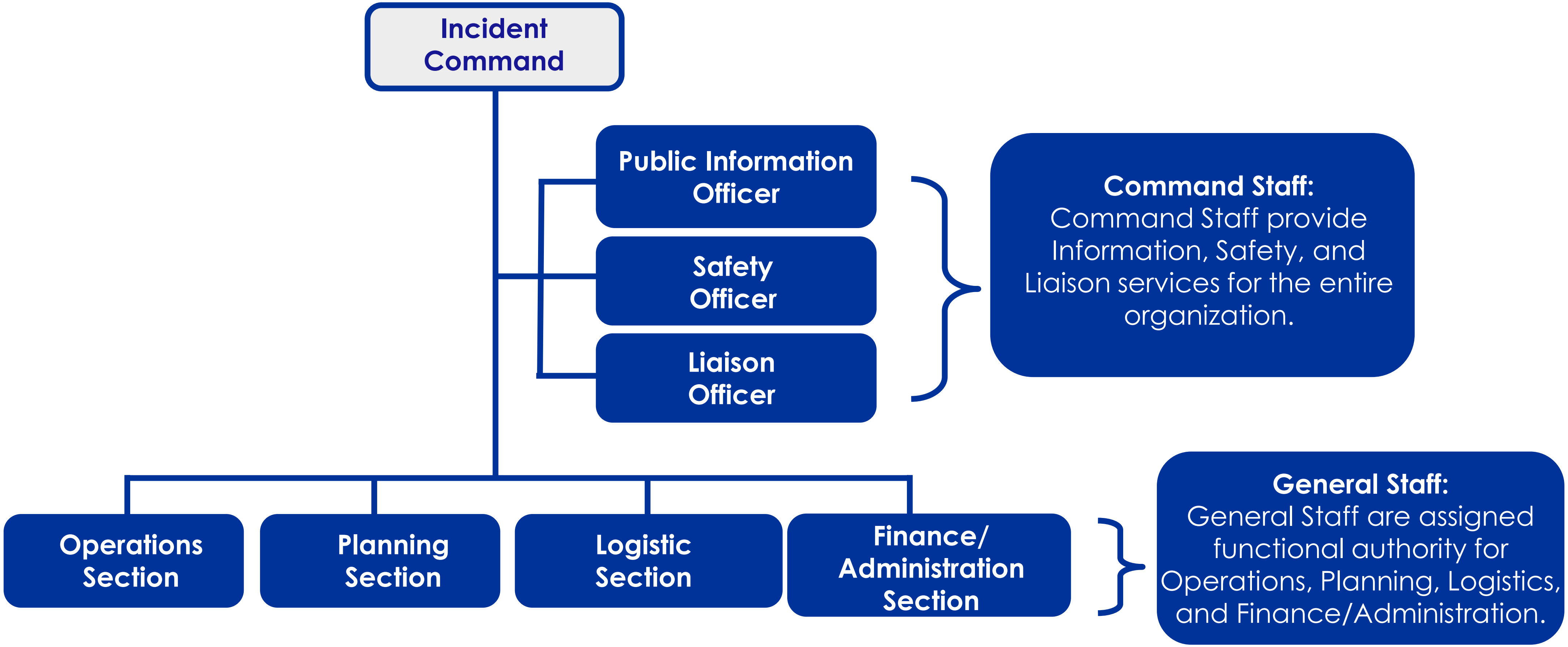
- Hospitals are a critical element within the disaster medical response system

- UMC works collaboratively with local government, other health care providers and other agencies to plan, prepare for and respond to the needs of victims of natural or man-made disasters, bioterrorism, and other public health emergencies

- Hospital emergency preparedness is a priority for government at all levels, as well as a key focus of regulatory and accrediting agencies

Emergency Management

Incident Command Structure



Emergency Management

UMC UNIVERSITY MEDICAL CENTER

Activation of Incident Command

Group 1: Key Emergency Management Staff (via WebEx to determine activation)

Group 2: Command/General Staff (via Emergency Notification System)

Group 3: Other Staff (via Emergency Notification System)

The Incident Command Center serves as a central hub for UMC leaders, conducting regular briefings to disseminate up-to-date information across departments with the hospital and to outside partners

Policy I-235: Person with a weapon

- To provide direction and assistance to staff, patients and visitors who are confronted by an individual brandishing a weapon, or one who has taken hostages within the hospital
- This type of situation must be approached calmly, carefully and thoughtfully in order to reduce the danger of injury to all persons at the facility

Code Silver:

- Person with a Weapon/Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and/or populated area
- A person with a weapon is <u>not</u> immediately considered a "Code Silver" event. It does have the possibility of becoming one! Always notify Public Safety of the situation

Active Shooter

- In a hospital setting, immediate evacuation is likely not possible for most staff, patients and visitors due to location or patient acuity
  - Therefore it may be necessary to move to a semi-secure area or starting point from which to make further survival decisions including hiding until it is safe to evacuate the area
- If the incident **is not** unfolding right in front of you and egress is not possible, shelter in place
- Hospital Incident Command Center will be setup & when the threat has been resolved they will inform security dispatcher to announce "**CODE SILVER ALL CLEAR**" three times on the overhead page
- After the event, UMC will engage in a post-event assessment determining who is injured & missing, notifying families of individuals affected, provider mental health counseling, and identify/fill any critical personnel or operational gaps

Summary

In the event of an active aggressor with a weapon situation:

Run

- Attempt to evacuate
- Have an escape route and plan
- Leave your belongings
- Keep your hands visible

Hide

- Find a place to hide
- Block entry and lock doors
- Remain quiet and silence your cell phone or pager

Fight

- As a last resort, try to incapacitate the shooter
- Act with physical aggression

Remember to always:

- Take note of the two nearest exits in any facility you visit
- Be aware of your environment and any possible dangers

DIAL 5 ON THE MAIN CAMPUS AND 911 OFF CAMPUS WHEN IT IS SAFE TO DO SO!