AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
December 4, 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 service line performance; and direct staff accordingly. *(For possible action)*

5. Receive a report regarding UMC Ambulatory Division; and direct staff accordingly. *(For possible action)*

6. Receive a report regarding UMC clinical, operational, financial and information technology software contracts; and direct staff accordingly. *(For possible action)*

7. Receive a report regarding UMC Capital Plan; and direct staff accordingly. (*For possible action)*

SECTION 3: EMERGING ISSUES

8. 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 October 17, 2019
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 9:01 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
Renee Franklin – Via Phone
Dr. Mackay
Christian Haase – Via Phone
Robyn Caspersen – Via Phone (left at 9:46AM)

Absent:
Mary Lynn Palenik- (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Danita Cohen, Chief Experience Officer
Deb Fox, Chief Nursing Officer
James Conway, Assistant General Counsel
Vick Gill, Associate Administrator
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.

Kenneth Perrin with Salesforce is here today.

ITEM NO. 2 **Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on September 19, 2019. *(For possible action)***

FINAL ACTION: A motion was made by Dr. 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 Dr. 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 market share and service line performance; and direct staff accordingly. *(For possible action)***

DOCUMENT SUBMITTED:
- Market share and Service Line Update

DISCUSSION: Vick Gill presented the 2019 Market Share Update.

We are currently fourth in inpatient market share, behind Mountain View, Summerlin and Sunrise.

Medicare, closed at 25%, up since the beginning of Q3 FY18.

Orthopedics increased to 12.6%, Cardiac services up at 7.9%, surgical services up at 13%, Oncology up at 15.5% and Children's Hospital is down slightly at 12.4%, all from Quarter One.

Mr. Marinello explained that the Surgical Services committee meets monthly to discuss capacity and flow and how to gain more of the market share.

Dr. Mackay mentioned block time and keeping costs down for materials used in Orthopedics and that is something that they are currently working on.

Mr. Gill brought up the goal of having all our physicians purchase items through our GPO in order to get the best pricing available. This is a challenge however as some physicians insist on using certain vendors and supplies that are not part of our GPO.

Member Haase asked if there were other hospitals that we could get more details and information on regarding market share.

FINAL ACTION TAKEN: None taken.

ITEM NO. 5 Receive a report regarding market dynamics; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
-Market Dynamics

DISCUSSION: Mr. Gill provided a few updates including the recent visit from Senator Kamala Harris and Mayor Pete Buttigieg. Also, the team is exploring the idea of an additional Davinci Robot. The new Cath and EP lab is expected to open by the end of the year.

A few other updates were listed and include:

-TAVR (minimal invasive surgery replacing the aortic valve
-Telemedicine is being looked at further
-Master Plan
-Strategic Operation

A few updates regarding the Las Vegas market were discussed.

A market analysis tool was shown that each subcommittee will being to use to look at where we stand relative to our competitors.

FINAL ACTION TAKEN: No action taken

ITEM NO. 6 Review UMC's 10-year Strategic Plan; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- Strategic Plan

DISCUSSION: Mr. Gill went over the things that the team is looking at with regards to the 10-year vision. One of the tasks they are looking at is redoing the mission and values and adding to them.

Key priorities were discussed and include access, integration, experience, sustainability, network and workforce.

An image was shown of the locations of UMC in the valley as the team is continually looking at where to create access points for our patients.

FINAL ACTION TAKEN: No action taken

ITEM NO. 7 Receive a report regarding UMC's Emergency Preparedness Program; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- Emergency Preparedness

DISCUSSION: Mr. Gill provided an overview on the protocol that is followed in the case of an emergency. The activation of Incident Command was explained. The Incident Command Center serves as a central hub to UMC leaders.

UMC is constantly training all teams including incident command staff. During October 1 this was enacted and the team worked seamlessly due to all the training received and practiced.

Lou Lepera with Public Safety explained the difference between active shooter and person with a weapon.

Training is different with both scenarios. UMC has a great relationship with Metro and our Public Safety and their officers are trained together.

In the event of an active shooter Public safety teaches run, hide, and fight, which is taught nationwide.

FINAL ACTION TAKEN: No action taken

ITEM NO. 8 Receive an update regarding UMC joint marketing with UNLV; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- New logo

DISCUSSION: Danita Cohen announced that UNLV and UMC has agreed on a logo. Dr. Fildes will bring this new logo to President Meana.

There is an upcoming meeting to discuss the agreement and how to use it going forward.

FINAL ACTION TAKEN: No action taken

SECTION 3: EMERGING ISSUES

ITEM NO. 9 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

Mr. Gill mentioned having an agenda item on each agenda regarding strategic service lines goals, highlighted tactics and measures of success in the financial stability, quality improvement, operational throughput, and continuum of care.

Chair Hagerty can’t wait to see the numerical service line reports.

COMMENTS BY THE GENERAL PUBLIC:

Comments from the general public were called for prior to going into closed session. No such comments were heard.

At the hour of 10:08 a.m., the committee voted on a motion made by Dr. Mackay to go into closed session.

There being no further business to come before the committee this time, at the hour of 10:07 a.m. Chair Hagerty adjourned the meeting.

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.

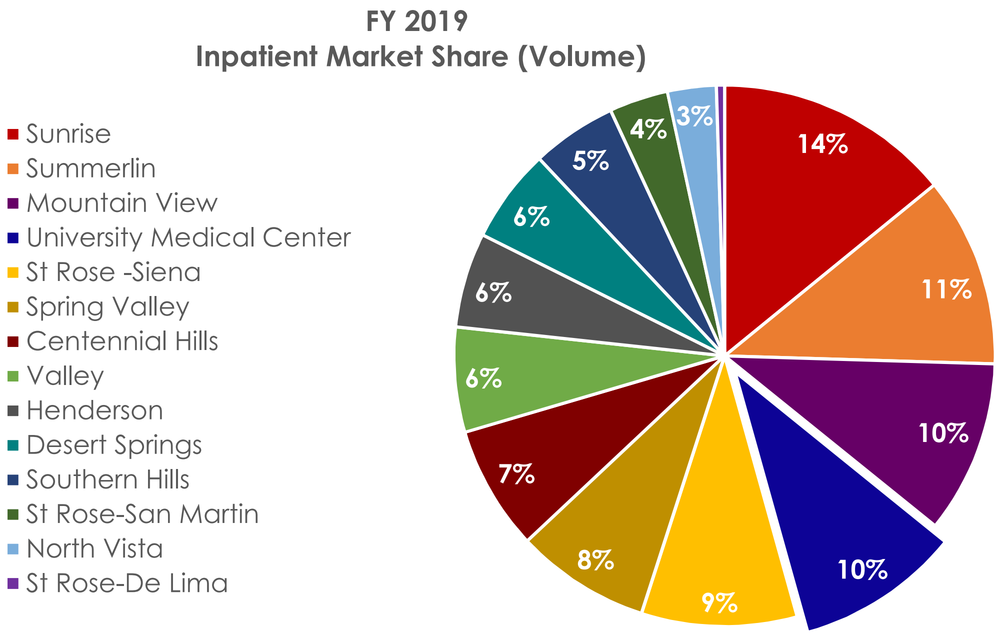
APPROVED:

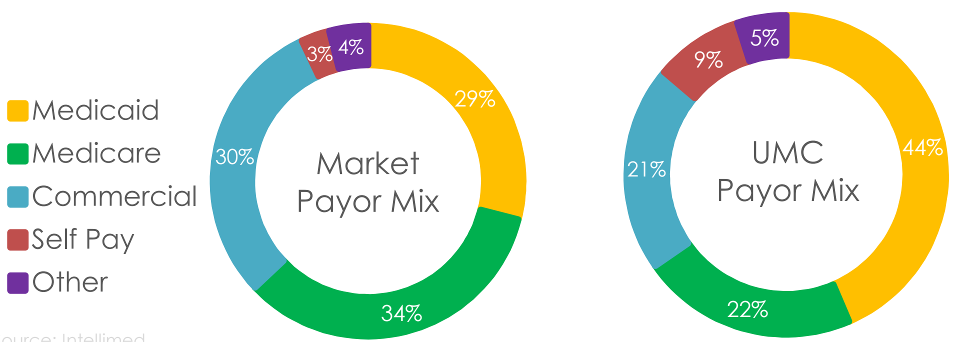
MINUTES PREPARED BY:

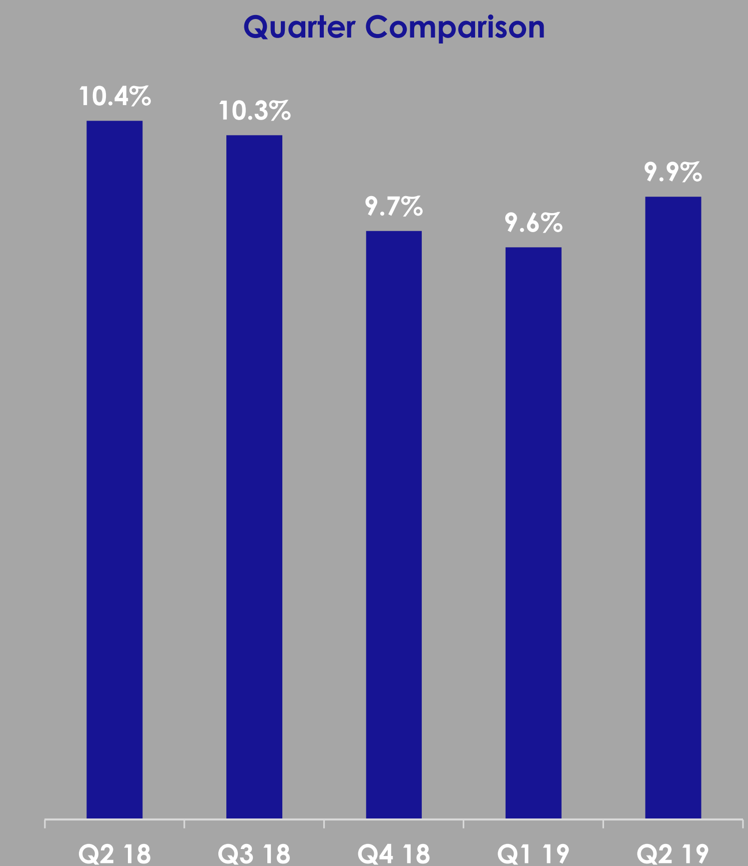
Service Line Update
December 2019

Market Share

University Medical Center Market Share Analysis



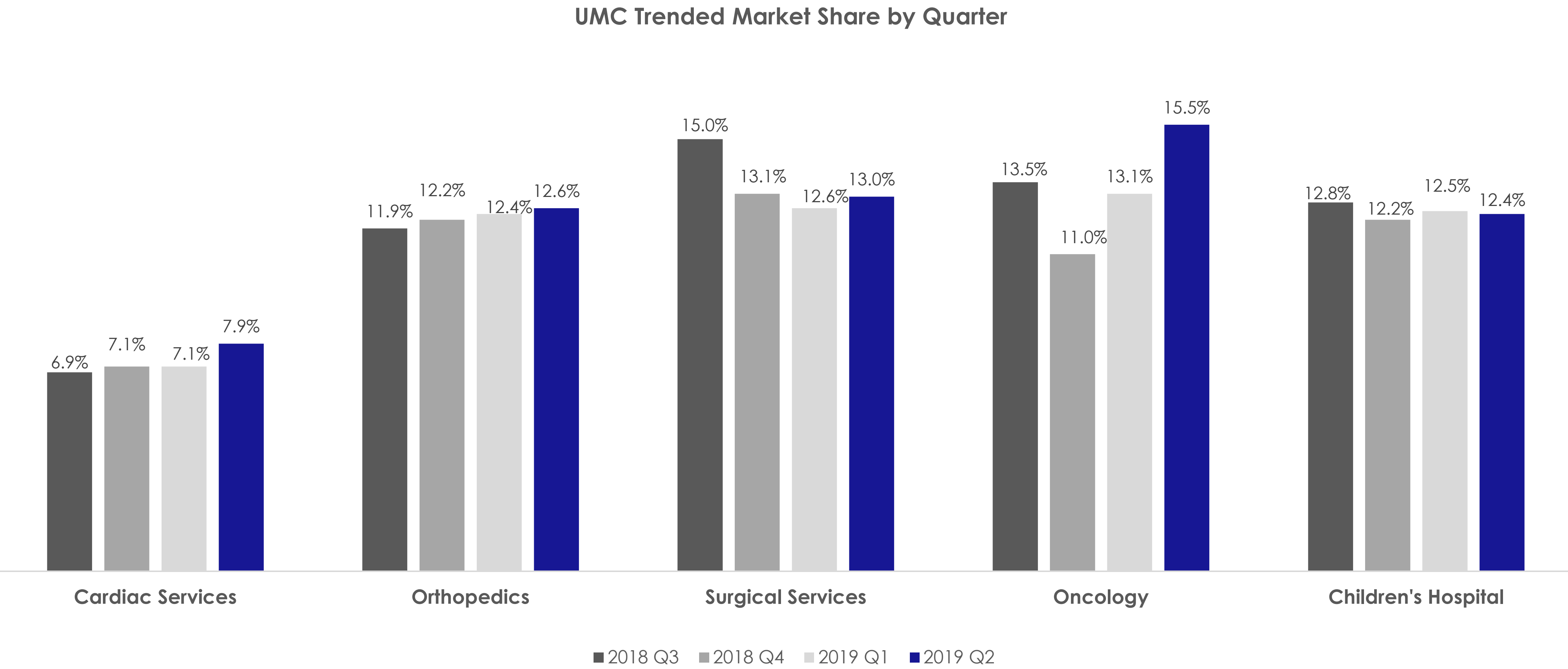




Source: Intellimed

Market Share

University Medical Center Market Share Analysis



Source: Intellimed

Cardiovascular Services

- Cath/EP lab will be considered a Class 3 Imaging Room and necessitates additional HVAC and Med Gas alterations. Forecasting project to be delayed 3-4 weeks
    - Estimated February 2020 open date for Lab 1
- New marketing campaign highlighting recent recognition as a High Performing Hospital in Heart Failure care from U.S. News & World Report
    - Digital ads along US-95 and I-15 with print ads as well
    - Complements move of Heart Failure Clinic to accommodate additional volumes
- Looking at additional procedure types and technology
- 12th Annual Cardiovascular Symposium scheduled for June at Red Rock

Children's Hospital Services

- Transitioning Pediatric Hospitalist program to UMC employed physicians effective January 1, 2020
- New Increased Rates for PICU/NICU starting January 1st, 2020
- Targeted Marketing Campaign
- Investing in all-new patient beds to integrate with Hill-Rom system
- Preparing for higher volumes with a late ramping up of flu season
- Recruiting for ACNO position
- Additional behavioral health resources

Surgical Services

- New block policy being implemented (less than 80% utilization being released)
- New Value Analysis Team assembled to monitor HPG compliance and supply costs
- Adding additional robotic technologies for ENT and Colorectal surgery
- Implemented anesthesia blocks in pre-op to improve turnaround time and room utilization
- Recruited new general surgery group to start in January for elective cases
- New bariatric surgeon on staff

Orthopedic Services

- New physician champion to lead service line initiatives including clinical variation and implant costs

- Actively working to increase surgical block time to providers specializing in joint replacement and sports medicine which leads to improved revenue with a better payor mix

- Implementing Joint Camp to reduce patient length of stay

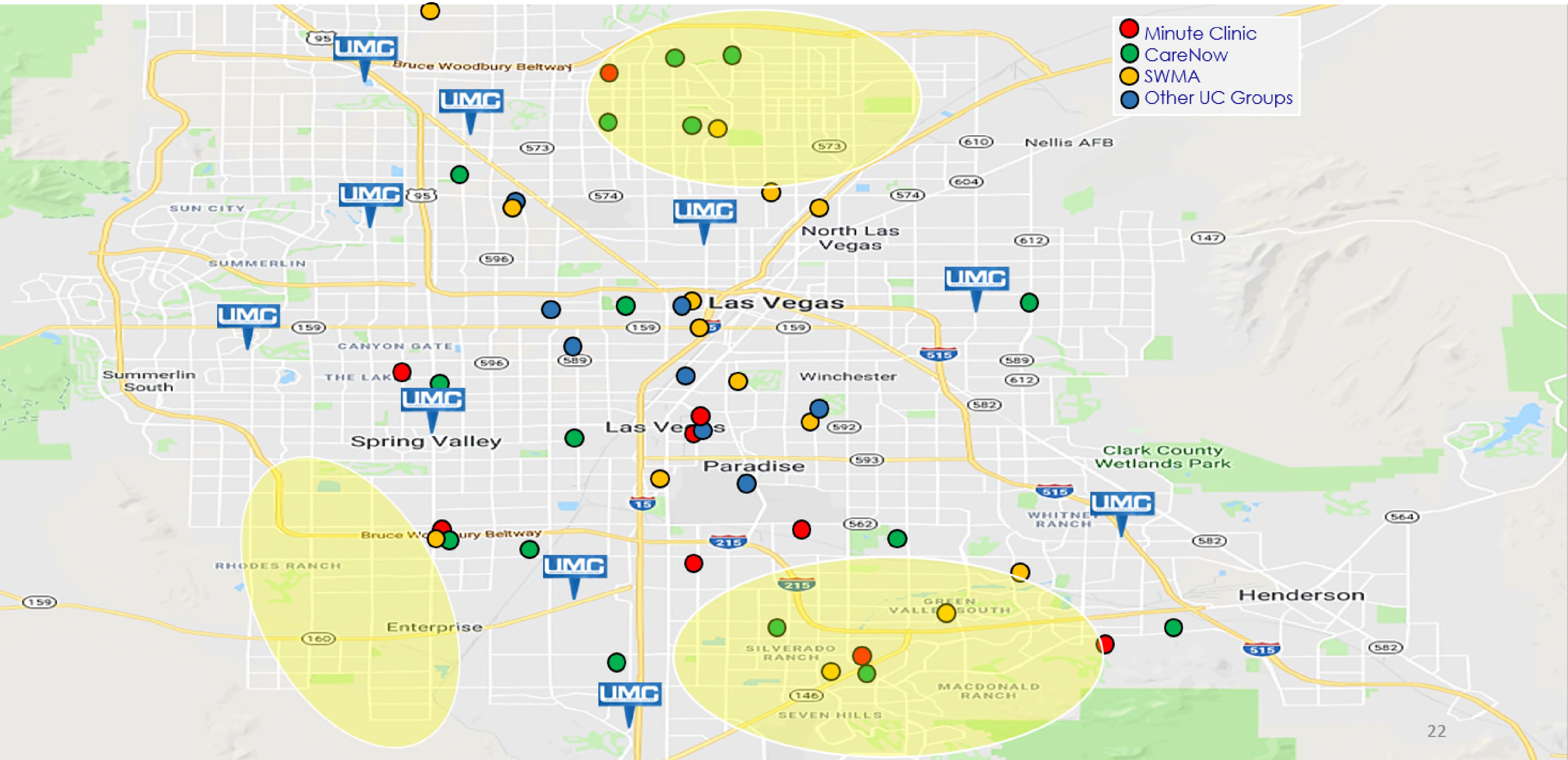
Oncology Services

- Close monitoring of admits to ensure patients meet inpatient criteria
- Potential outpatient clinic to deliver 340B drugs to patients
- Identifying efficiencies on high cost therapeutic agents

Ambulatory Division
December 4, 2020

Expansion

Potential Las Vegas Primary Care/Quick Care Locations



FY 2020 YTD Volumes

Department	YTD ACT	YTD BUD	Variance	%	PY-YTD	PYD Variance
Centennial Gateway PC	4,288	3,913	375	10%	3,774	514
Peccole PC	3,043	3,624	(581)	(16%)	3,452	(409)
Summerlin PC	3,973	3,622	351	10%	3,495	478
Spring Valley PC	4,265	3,322	943	28%	3,108	1,157
Sunset PC	2,488	2,807	(319)	(11%)	2,806	(318)
Nellis PC	1,931	2,409	(478)	(20%)	2,047	(116)
Southern Highlands PC	1,926	1,601	325	20%	1,600	326
PC Total Visits	**21,914**	**21,298**	**616**	**3%**	**20,282**	**1,632**
Nellis QC	8,398	7,809	589	8%	7,621	777
Peccole QC	6,760	6,983	(223)	(3%)	6,983	(223)
Sunset QC	7,200	6,637	563	8%	6,605	595
Centennial Gateway QC	7,137	5,042	2,095	42%	5,041	2,096
Blue Diamond QC	6,330	5,829	501	9%	5,829	501
Summerlin QC	5,885	5,311	574	11%	5,240	645
Spring Valley QC	5,336	5,485	(149)	(3%)	5,443	(107)
Enterprise QC	5,697	5,203	494	9%	5,029	668
Rancho/Craig QC	4,535	4,466	69	2%	4,466	69
QC Total Visits	**57,278**	**52,765**	**4,513**	**9%**	**52,257**	**5,021**

Future Growth

- **Future Site Locations**
  - Southeast location Pending lease review
    - A & F Committee January 2020
  - Northeast relocation pending lease review
    - A & F Committee January 2020
  - Northwest location (Aliante) site visit, Dec 12th
    - A & F Committee March 2020
  - Employee Clinic
  - Mesquite potential location

- **Clinic Refreshes/Expansion**
  - Enterprise – in process completion January 2020
  - Peccole, Spring Valley, Rancho
  - Southern Highlands Expansion

Operational Enhancements

UMC UNIVERSITY MEDICAL CENTER

- **Patient Services Expansion**
  - Saturday Primary Care Appointments hours of operations 8am – 6pm
    - Centennial Hills, January 2020
    - Spring Valley, March 2020
    - Southern Highlands
  - Infectious Disease Clinic
  - General Ortho Clinic (Rancho)
  - Telemedicine Services

- **Revenue Improvement**
  - Point of cash service collections
  - Expanded collections call center
  - FMLA and No Show charges
  - Focus on TCM scheduling, (7 or 14 day)
  - Focus SSACO for shared savings
  - CE's and Annual Wellness

Information Technology Contracts Report

December 4, 2019

Represented Solution License Configurations

- Premised-Based, Perpetual Licensed Solutions
- Premised-Based, Rental Licensed Solutions
- Software-as-a-Service Solutions (Subscription)
- Hosted, Perpetual Licensed Solutions

Contract Touch-Points

- ✓ Information Store, Or Reporting Service
- ✓ Data Ownership
- ✓ Proprietary Data Store
- ✓ Extraction Service Fees
- ✓ Extract-Transform-Load Tools
- ✓ Data Format Specifications

Application	Application Type	Service Date	Repository Type	Exit Strategy	Contracted Strategy	Provision
Kaufmann/Hall	Financial Analysis/Reporting	2017	Transactional	Fork-Left	N/A	
SAP	Chart of Accounts	2007	Records Retention	ETL	Yes	
One-Content	Electronic Document Management	2013	Records Retention	ETL	Yes	
Wide-Area Networking	Network Communications	2018	None	End-Point Transition	N/A	
Private-Branch Exchange	Telephonic Communication	2004	Transactional	ETL	N/A	
Cerner Millennium	Laboratory Information System	2006	Records Retention	ETL	Yes	
Vizient	Quality Measures Reporting	2014	Transactional	Fork-Lift	N/A	
EPIC	EMR	2017	Records Retention	ETL	Yes	

Application	Application Type	Service Date	Repository Type	Exit Strategy	Contracted Strategy	Provision
Change Healthcare (Relay Clearance/Relay Assurance)	Claims Validation	2012	Transactional	Fork-Lift	N/A	
Kronos Workforce Central	Employee time keeping and payroll processing product	2015	Transactional	ETL	No	
Mediquant DataArk	Data archive portal of accounts receivable information from Med Series 4 and Vital Works	2018	Records Retention	ETL	Yes	
ECHO Credentials On-Line	Physician credentialing system	2000	Records Retention	ETL	Yes	
McKesson Horizon Enterprise Materials Management (HEMM)	Inventory/Materials Management	2010	Transactional	ETL	No	
Microsoft Exchange/Outlook	Enterprise electronic mail system	2000	Transactional	ETL	No	
OTTR	Transplant Electronic Health Record	2014	Records Retention	ETL	Yes	

UMC
UNIVERSITY MEDICAL CENTER

FY20 Capital Update
December 2019

Capital Review

FY20 Capital Status

FY20 Capital Funding	**$31,000,000**
Total Approved	**$13,480,390**
Total In-Process	$4,147,146
Pending	$9,333,244
Remaining to Allocate	**$17,519,610**

- Team has established budget for Phase 1 of Master Plan (Unify & Beautify)
- Establishment of formal Capital Committee with C-Suite leadership with bi-weekly meetings
- Streamlined process with Materials Management to execute on contracts and RFPs

FY20 Approved Items

Facilities Modernization

Facilities Modernization Major Projects Overview	
Project	**Amount**
Sanitary Lines Replacement	$2,960,000
Elevator Cabs Modernization	$919,000
First Floor Refresh	$835,000
Modernization of UMC Warehouse & Sterile Stores in Surgical Services	$379,684
Trauma Building Bathroom Refresh	$328,000
Pharmacy Renovation	$100,000
Other Facilities Modernization Projects	$438,746
Total	**$6,005,448**

FY20 Approved Items

Medical Equipment

Medical Equipment Major Projects Overview	
Project	**Amount**
Nuclear Medicine Cameras	$1,900,000
Cardiac Services Equipment	$600,000
Other Medical Equipment	$317,930
Total	**$2,817,930**

FY20 Approved Items

Non-Medical Equipment

Non-Medical Equipment Major Projects Overview	
Project	**Amount**
Materials Management Helios System	$2,143,305
IT Development and Security	$1,686,637
Health Information Management	$360,660
Other Non-Medical Equipment Investments	$227,619
Total	**$4,657,012**