



Strategic Planning Committee

ProVidence Suite

Las Vegas, NV 89102

Conference Dial-in Number: 844-740-1264 Participant Access Code: 1335672773

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD STRATEGIC PLANNING COMMITTEE
August 5, 2020 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:

Pursuant to the Governor's Emergency Directive on Public Meetings, this meeting will not be open to the public.

This will be a telephonic meeting. You may access the meeting by dialing 844-740-1264 and pass code 1335672773.

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).

If you wish to comment on an item marked "For Possible Action" appearing on this agenda, you may send an e-mail to publiccomment@umcsn.com. Please identify on which agenda item you are commenting. Any comments not so identified will be read at the end of the meeting.

- 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 February 6, 2020. *(For possible action)*
3. Approval of Agenda. *(For possible action)*

SECTION 2. BUSINESS ITEMS

4. Receive a report regarding UMC Service Line and Operational Performance; and direct staff accordingly. *(For possible action)*
5. Receive a report regarding UMC COVID-19 Response Strategy and Testing Services; and direct staff accordingly. *(For possible action)*
6. Receive an update regarding FY20 CEO Performance Goals related to the UMC Governing Board Strategic Planning Committee; and direct staff accordingly. *(For possible action)*
7. Receive a report regarding County Bill Draft; and provide any recommendations to staff and the County. *(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)*

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
February 6, 2020**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, February 6, 2020
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
Renee Franklin
Dr. Mackay- Phone
Mary Lynn Palenik
Christian Haase

Absent:

Robyn Caspersen- 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
Lonnie Richardson, Chief Information Officer
Susan Pitz, General Counsel
Kayla Hillegass, Management Analyst
Andrea Lou, Administrative Assistant

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.

Member Franklin introduced Elizabeth, an Intern at UMC who has been working on the Senior Hunger Project which is a grant funded project. She visits patients between the ages of 60-89 to assist them with food needs after they leave the

hospital. The program partners with Three Square and they have assisted over 500 patients in the program.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on December 4, 2019. (For possible action)

FINAL ACTION: A motion was made by Member Franklin 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 Franklin that the agenda be approved as presented. 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:

- 2019 Q3 Market Share

DISCUSSION: Mr. Marinello reviewed the Market Share Q3 data. Market share down but there has been some normalization. In total, the market has been up approximately 788 admissions, mostly from OB and delivery. UMC was down 280 admissions compared to the previous quarter, due to lower volumes in cardiac and pulmonary services.

ER volume is flat, but transports were up 4.1%. The observation/admission total admission rate was down 2.5%. We are focusing on proper status of hospital admissions.

The cardiac market is down overall; UMC was down 80 cases. The new Cath Labs will be in place by June. The new Cardiac C-Arm, which will provide the ability to perform more cardiovascular work, will be in house by March and in service by April. The Heart Failure Clinic was installed at the end of the third quarter.

Member Palenik asked what is expected for future market share. Mr. Marinello responded that the hope is to have new technology centered on cardiology and to pick up EP studies that we are not doing at this time. New technology, Tavers procedures, will help us to continue to grow. Ms. Hillegass added that we had a successful accreditation visit for chest pain earlier in the month.

Surgical services were flat quarter over quarter, but we continue to grow in general surgery and orthopedics. A second new robotic unit will be added March 1st will see more volume from that. The conversation continued regarding the drop that occurred in the market share. We are back to our normal market share percentage.

Mr. VanHouweling added that we have to directly compete with the free standing ERs.

Member Franklin also noted that physician ownership, lower cost, and faster service at the free standing centers also contributes to competition in the market. The conversation continued regarding the surgical services offered in the local area.

Member Haase asked how competitor activity is adding to our capacity and if this activity is being tracked. Ms. Hillegass stated that competitor activity is being tracked. The Physician Relations team provides updates regarding any activity with other facilities within the community. Mr. VanHouweling added that the physician led team provides beneficial information regarding turnover times, start times and how to maximize current assets. He also stated that we looking into adding multi-faceted hybrid rooms. The discussion continued with surgery services, room expansion and hospital growth plans in the future.

Orthopedics continues to grow and quarter over quarter it is making great progress and moving forward. Boot camps for knee and hip replacements and having seminars in the community prior to patient surgeries.

In market share, admissions were down for the overall market, but we stayed the same with admissions.

Member Dr. Mackay stated that surgery start times have improved. He said surgery delays should not be the fault of UMC, but it helps that surgeons are required to use their chosen anesthesiologist for the entire day so as to not wait for their arrival to begin a case. Optum has an over flow of orthopedic patients and because of the high volume, patients are being referred to other facilities.

Oncology market share is down. This is attributed to directing patients to go to their clinic or provider for treatment, instead of presenting to the ED for routine treatment.

Chair Hagerty suggested adding a P&L by business line. Member Palenik added it would be helpful to see a comparison of the payor mix vs. the market mix year over year.

Dwayne added we are strong with Medicare and Medicaid. We are developing costs and looking internally at service lines based around costs and comparing it with net revenue and payors.

The pediatrics market grew; we went up 12%. Member Palenik said she would like to see fair share vs. market share. Mr. Marinello added that a benefit is that we have employed pediatric hospitalists and we are staffed appropriately and the length of stay will go down. We have consistency in branding and marketing of general pediatrics.

Chair Hagerty stated that there is an opportunity to advertise that we provide charity care in pediatrics to the community. The conversation continued regarding looking for unique solutions to fund different kinds of charitable opportunities.

Ambulatory shows strong growth. Increase in Quick Cares and Primary Cares. Hours have been extended with quick cares. Centennial has opened and next month Spring Valley, then Southern Highlands because we are experiencing growth by expanding hours. Getting providers is a struggle, but we are getting Nurse Practitioners.

Member Franklin asked if staffing at quick cares are still at appropriate levels on the physician side related to throughput and patient satisfaction? How much time is spent at quick care for patients? Mr. Marinello stated that we are doing a time study from start to finish. Staffing levels at quick cares is good, but at the primary cares there is a struggle. We are working with IT to get an app for quick cares to get it launched for wait times. This time study will be very important to discover variables. Complaints are from long waiting room and then a long wait in room.

Chair Hagerty asked if we could get physicians that study the logistics and get them to buy into improving the flow. Getting them involved could impact their working environment as well.

Next, Mr. VanHouweling provided the most recent developments happening in the market with the Market Dynamics Update. HCA has 3 hospitals in the area - Sunrise, Mountain View and Southern Hills. Sunrise Hospital's new 5-story tower is open, which brings their bed count to 762 and they have also opened a new burn center which is being marketed aggressively. UMC held an open house at the Burn Care Center with other hospitals.

Member Palenik asked how the hospital can receive certification for the burn center. Mr. VanHouweling responded that there is verification through the American College of Surgeons and we are the only verified Burn Care Center.

We are continuing to monitor the activities with Mountain View Medical Center. They have recently broken ground on a new hospital based emergency department in Aliante, as well as a new cardiac practice called Las Vegas Heart Associates, which adds a fourth cardiology group in the area. They also opened new floors March 2018 with oncology.

Southern Hills has a new stand-alone ER on Blue Diamond which creates competition. He provided a competitive analysis of the area with other area hospitals. HCA in total will have 3 ER's total extended off of their hospital based operations. Mr. VanHouweling also mentioned that HCA is now in network with HPN.

UHS Hospital System has seven hospitals in the market with the largest bed count in the community. Spring Valley has expanded their operating rooms which are comprised of hybrid rooms. Valley has a new CEO, Claude Wise. They have submitted for comprehensive stroke center. UMC is a primary stroke center, but we are currently pursuing comprehensive. Henderson Hospital, which opened in October of 2016, is planning a new patient tower.

Chair Hagerty asked what would HCA say about UMC? Mr. VanHouweling responded that UMC always looked at needing to stay alive but not strive. Other

systems track what we are doing and interested in what is going on and they pay attention to our market share. They know exactly what we are doing. The discussion continued regarding future planning, growth and progress for UMC.

Dignity Health is changing their name to Common Spirit. They have a new marketing team led by Larry Barnard. They have four area hospitals and they are pursuing the addition of academics.

We have a great relationship with Nellis AFB. On the 28th a 3-Star Army General will be visiting the facility. Colonel Flowers is going to be the Surgeon General of the Space Force.

The new CEO of the VA will be here to tour the hospital on the 25th at 9:00am.

We have signed a transfer agreement with Elite Medical.

Intermountain has they bought land and intend to build a surgery center, medical office building, primary care clinic and pharmacy.

UNLV School of Medicine has been appointed Marc Kahn as their new Dean starting in April. He is from Tulane University. The new president of UNLV has not yet been named.

FINAL ACTION TAKEN: None taken.

ITEM NO. 5 Receive a report regarding Service Line Forecasting and Market Growth; and direct staff accordingly. (For possible action)

DOCUMENT SUBMITTED:
- 2020 Market Demographic

DISCUSSION: Kayla Hillegass, Management Analyst provided a report regarding the service line forecast and market growth. She gave a breakdown of the expected population growth in Clark County in the next 10 years which included 7% pediatrics, 11% adults and 60% seniors. The needs for inpatient services, outpatient services and primary care services trending were reviewed.

Though there is a decline projected over the next 5 years, there is actual growth expected in the next 10 years overall.

Chair Hagerty asked about the trends in rehab decrease. Ms. Hillegass stated that it is an expensive service in the inpatient setting, so payors would prefer an outpatient service.

She highlighted neurosurgery, trauma, and general medicine as the service lines that will need a higher bed capacity. Large growth is also expected in cardiac services. The discussion continued regarding the transition from inpatient to outpatient.

In the outpatient setting, there is over 35% growth expected in the next 10-years and great opportunities.

Aligning our primary care settings of family care and internal medicine with the School of Medicine in pediatrics and OBGYN will also promote growth if the service lines are combined.

Member Franklin noted there is a shortage of rheumatology services being offered in our community. Debra Fox, CNO commented that there is a shortage in the community and we should invest in broader service lines that address diabetes, rheumatology and broader auto-immune diseases because it strikes the pediatric and adult populations.

FINAL ACTION TAKEN: No action taken

ITEM NO. 6 Receive an update regarding FY20 CEO Performance Goals related to the UMC Governing Board Strategic Planning Committee; and direct staff accordingly. (For possible action)

DOCUMENT SUBMITTED:

- None.

DISCUSSION: Mr. VanHouweling briefly reviewed the 4 Performance Goals that were established by the committee.

1. Develop a 5-year financial plan – identify revenue by service line and expense by service line.
2. Improve results in the 6 focus areas
3. Marketing plan with co-branding with UMC and UNLV School of Medicine. It has been approved and there is discussion on when and where it will be used.
4. Continued leadership in the Las Vegas Medical District. There has been planning with infrastructure; working closely with the City on façade and landscape improvements. The UMC PICU is being recognized as Citizen of the Month. UMC has been working closely with supporting and managing LVMD.

FINAL ACTION TAKEN: No action taken

ITEM NO. 7 Receive a report regarding UNLV School of Medicine Strategic Plan; and direct staff accordingly. (For possible action)

DOCUMENT SUBMITTED:

- None.

DISCUSSION: Dr. Fildes, Interim Dean of UNLV, provided a summary of the detailed strategic plan with Dr. Atickson, which included bringing in all 4 years of classes, achieving full accreditation, the 1st graduation and attracting graduating residents to stay in Nevada. To date, we have interviewed and accepted the 4th

class. They will be in session by the end of the summer, bringing the total number enrollment to 240. Year from May we will graduate the 1st class.

In October, the LCME accrediting body will return for a 3rd visit.

New Dean will start in 6 weeks and is expected to continue the original strategic plan.

Parallel with this is building of our new school. It is hoped to proceed quickly. This will be a new modern look for the downtown medical district. It is projected to be a 175,000 sq. foot building – possibly high rise. The expected completion is approximately 3 years. There could be as many as 4 buildings at this site.

Chair Hagerty stated that our future and larger population that we at UMC will address are services line for the aging population, and the desire is for UNLV to be our academic school and a partnership with them. Dean Dr. Fildes agreed that there should be a partnership and expressed that these goals should be presented to the incoming Dean.

The discussion continued with the need for alignment between UMC and the School of Medicine and the partnership that is essential for success.

To Dean Fildes, thank you for your service as Interim Dean and making this partnership work.

FINAL ACTION TAKEN: No action taken

SECTION 3: EMERGING ISSUES

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)*

Susan Pitz introduced Stephanie Ceccarelli as the new board secretary. Stephanie will be joining us on Monday.

It was announced that Vick Gill is moving on to another position for career growth. He has taken a position as VP of Operations at Sunrise Hospital.

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 11:12 a.m., the committee voted on a motion made by Member Palenik 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 11:18 a.m.

At the hour of 11:50 a.m., the closed session on the above topic ended.

FINAL ACTION: No action was taken.

APPROVED:

MINUTES PREPARED BY: Stephanie Ceccarelli

DRAFT

Service Line Update

AUGUST 5, 2020

Cardiac Services

Operational Updates

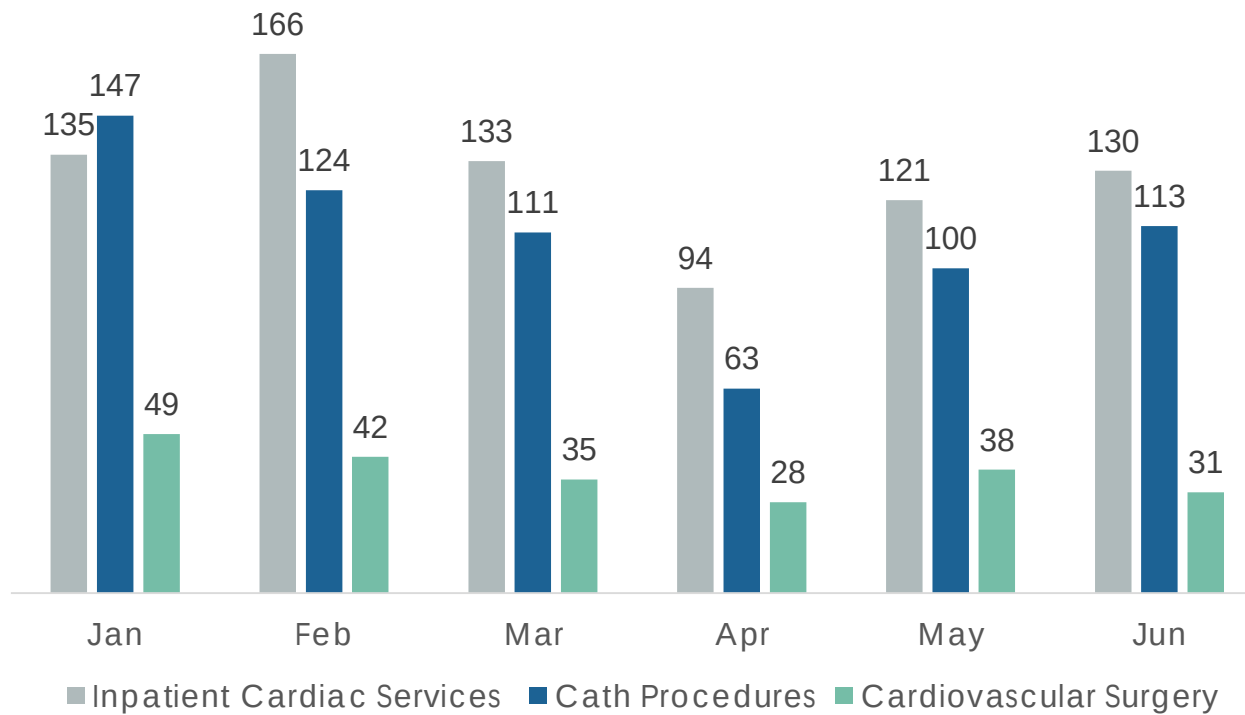
- New Cardiology Director – Sandie Boyadjian, MBA, RT(R)
- Cath Lab
 - Phase I: On Schedule to be complete October 2, 2020
 - EP Program live end of Q3
 - Phase II: Cath Lab 1 renovation will commence after Cath Lab 2 is complete by 12/2020
- TAVR procedures estimated to start in Q2
- Nuclear Medicine- January 2021

Clinical Updates

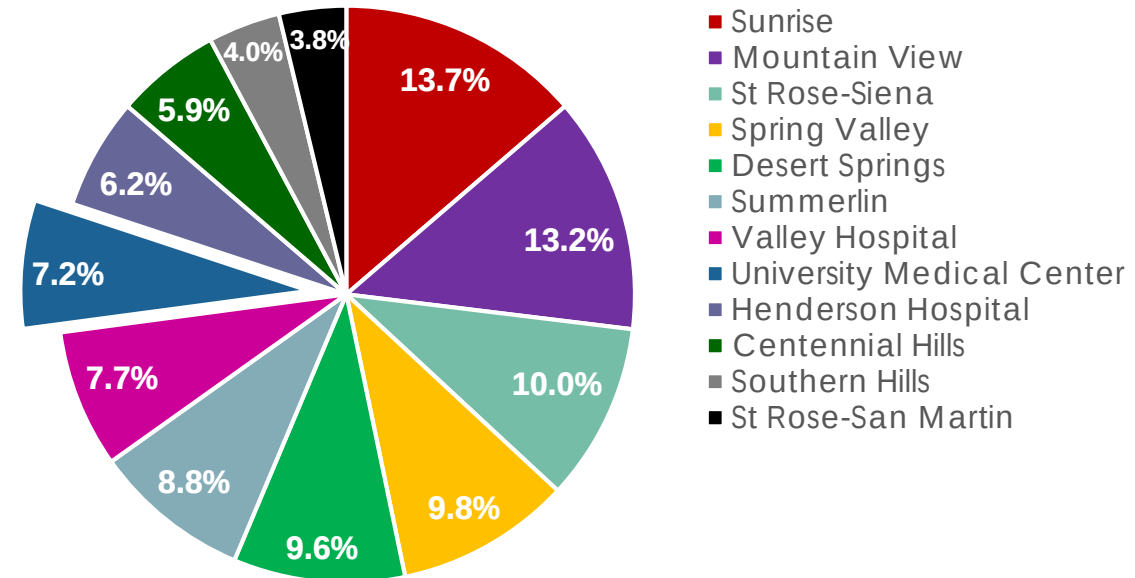
- Implemented workflow for PAPR use in Cath Lab for patients with Covid 6/30/2020
- Tele-Medicine implemented in Heart Failure Clinic

Cardiac Services

Trended CY2020 Volume



Cardiac Services Market Share
Q2 2019- Q1 2020



Oncology

Commission on Cancer Accreditation Update:

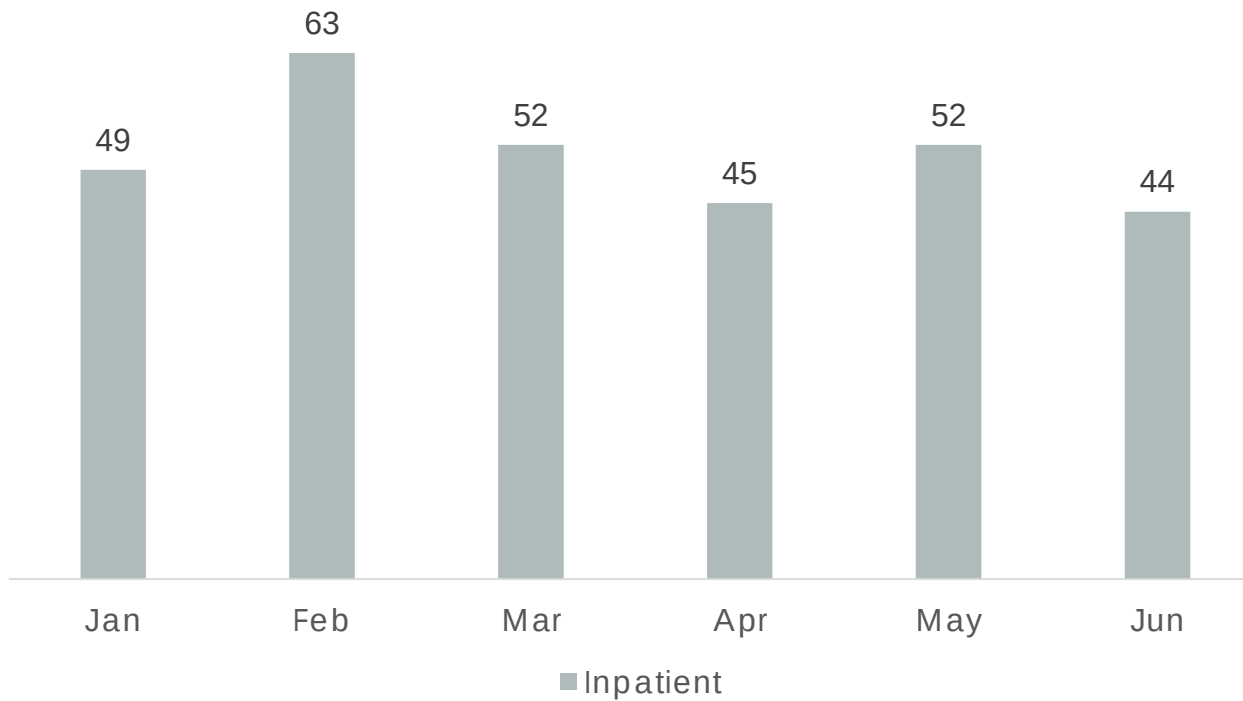
- Programs with deadlines to resolve accreditation survey deficiencies has been extended to December 28, 2020
- The American College of Surgeons has granted an extension of one year for hospitals currently accredited and verified.
 - This additional year will extended the three-year verification to a four-year in response to Coronavirus Disease response

Physician leadership interest in developing Nevada's premier Lung Cancer Center

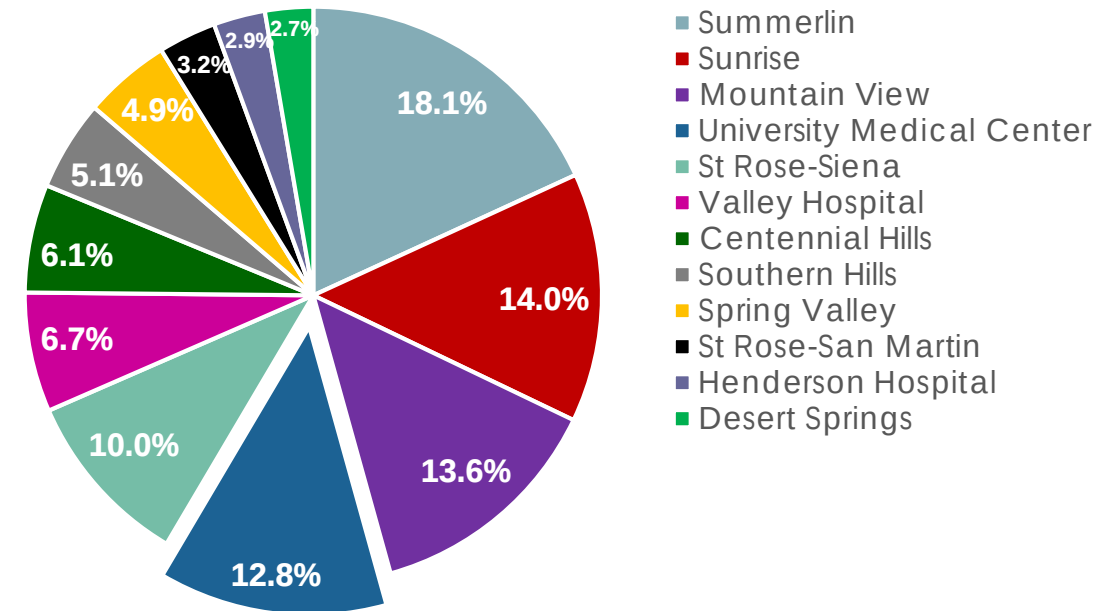
Strategic Alignment with market leader in outpatient oncology

Oncology

Trended CY2020 Volume



Oncology Services Market Share
Q2 2019- Q1 2020



Surgical Services

Weekly peri-op meeting to discuss operations

First Case On Time Start Initiative

- Surgery Committee leadership is supporting an initiative to increase the percentage of first cases that start each day
 - Expected benefits improved productivity metrics and increase surgeon & patient satisfaction
 - FCOTS has increased from 20% to 35%
 - Multiple dashboards created and are being utilized to target opportunities to increase percentage of cases started on time

Transplant Services

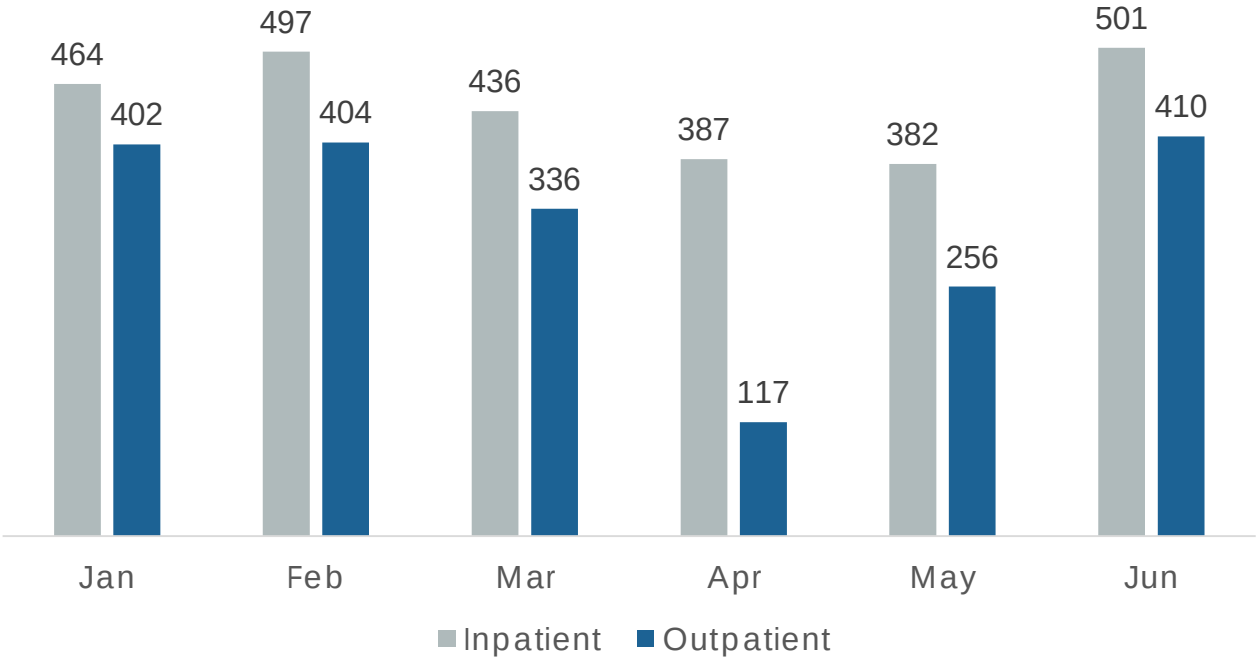
- Two new surgeons have been hired to the UMC team
- Since July 7th UMC has conducted 13 kidney transplants, 28 kidney procurements, 9 liver procurements, and 1 pancreas procurement

COVID Policies

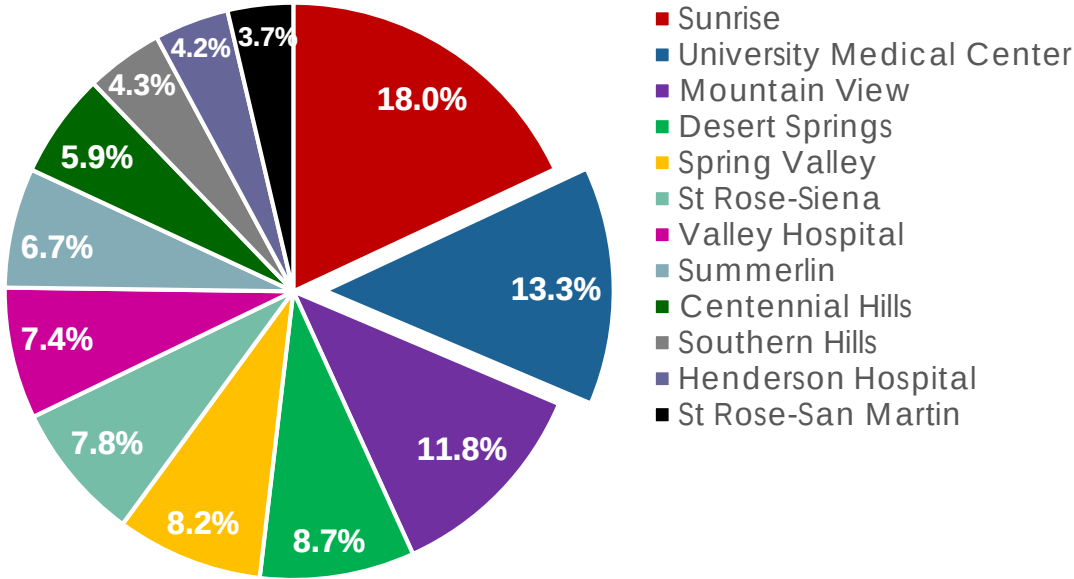
- All patients are tested for COVID-19 during pre-op
- Elective surgeries are evaluated weekly peri-op meeting, consider staff, bed capacity, and PPE

Surgical Services

Trended CY2020 Volume



Surgical Services Market Share
Q2 2019- Q1 2020



Orthopedics

Identified opportunities to increase margin with surgeons

- Discuss strategies to reduce implant costs for totals and revisions- vendors to provide implants at different price points and alternatives to high cost implant with analogous outcome
- OR Team will review options for implants and set guidelines for surgeons performing Totals
- OR Team will follow up on pricing negotiations

Introduction of the new Zimmer Rosa

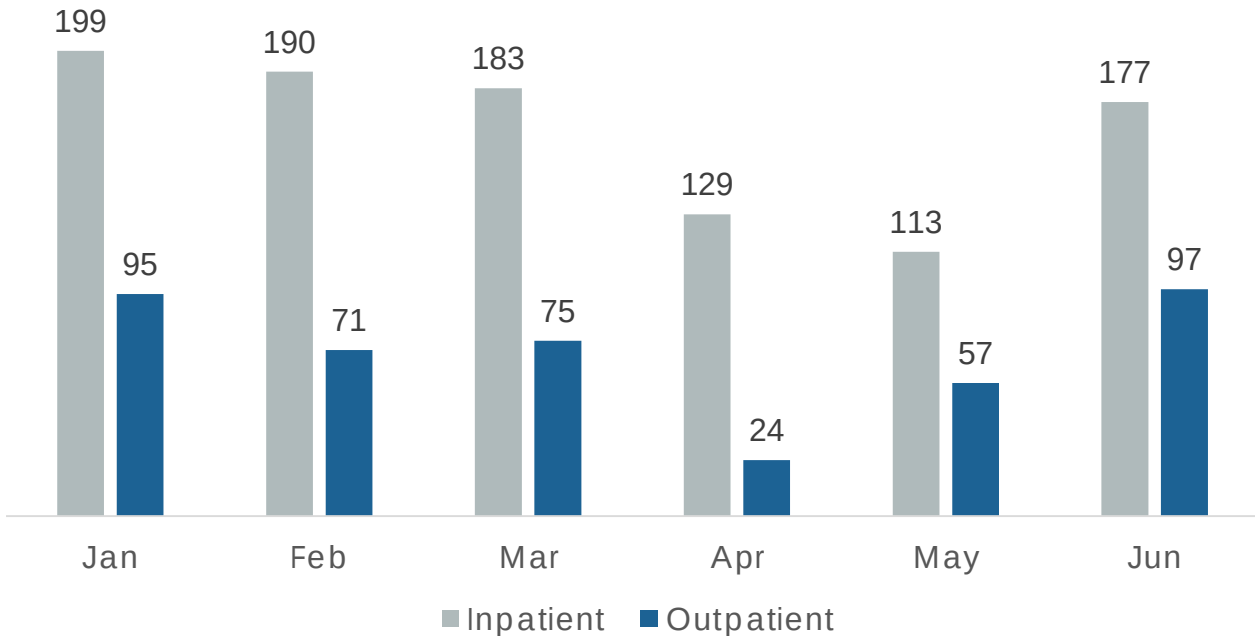
- OR team will monitor utilization and case count once robot utilization commences
- Six Month trial with the option to purchase

Cost saving initiatives

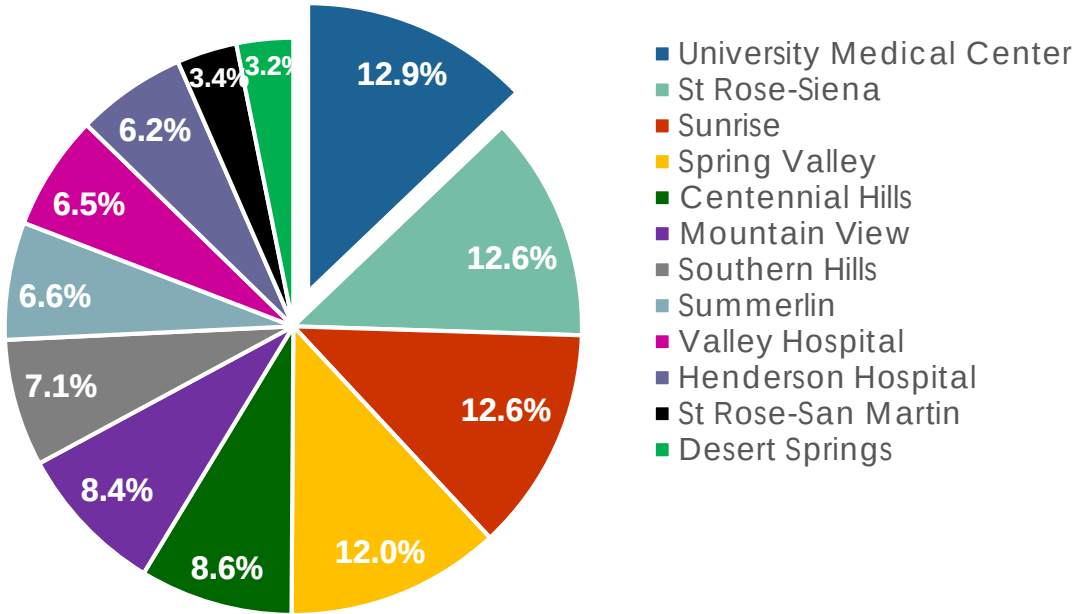
- Total Shoulders – identified opportunities to reduce implants for Total Shoulders with a HPG vendor
- Supplies – looking as less costly alternatives
- Total Joint Program – ROI review, identify cost saving opportunities, and finalize operations

Orthopedics

Trended CY2020 Volume



Orthopedics Market Share
Q2 2019- Q1 2020

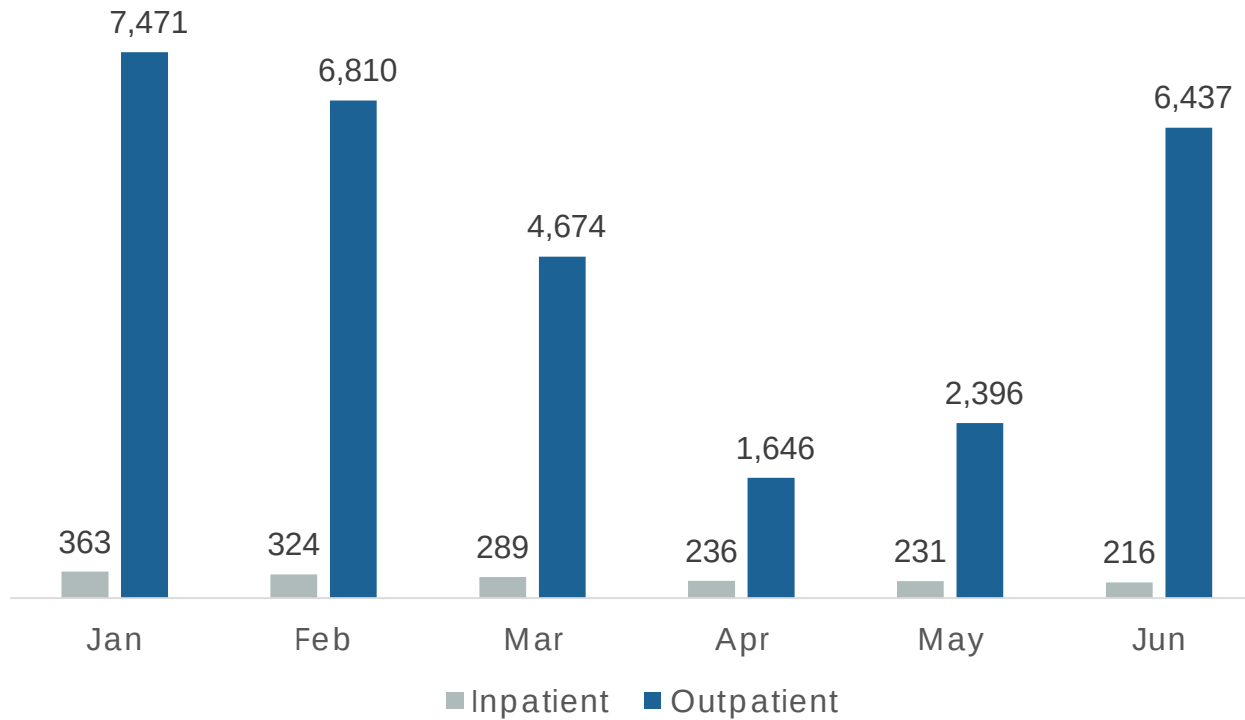


Children's Hospital

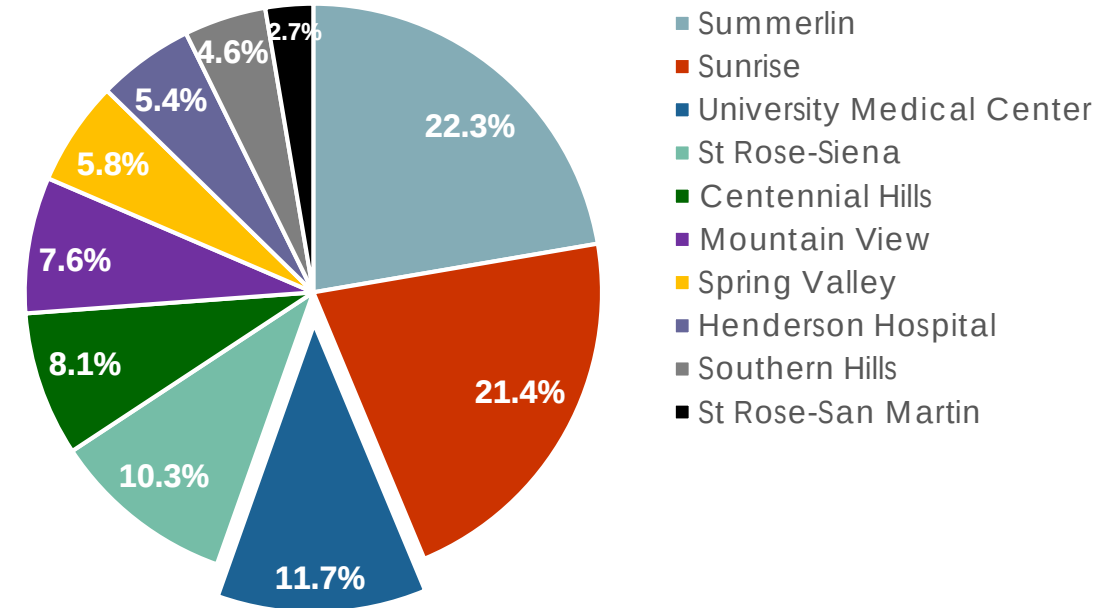
- UMC is Finalizing construction plans for the last phase of the AG Grant
 - Construction on remaining OB rooms is aimed to start Fall 2020
- The Children's Hospital has been focused on creating COVID policies to best serve our patients and staff
- Since April, UMC has been one of a few Hospitals in the nation and the only Hospital in Las Vegas to offer COVID testing to all perinatal patients
 - This practice has reduced exposure, especially with asymptomatic carriers and created a safer environment
- Pediatrics ER Residency Starting this month
- PICU Medicaid Reimbursement rates were not effected by State's budget cuts

Children's Hospital

Trended CY2020 Volume



Children's Hospital Market Share
Q2 2019- Q1 2020

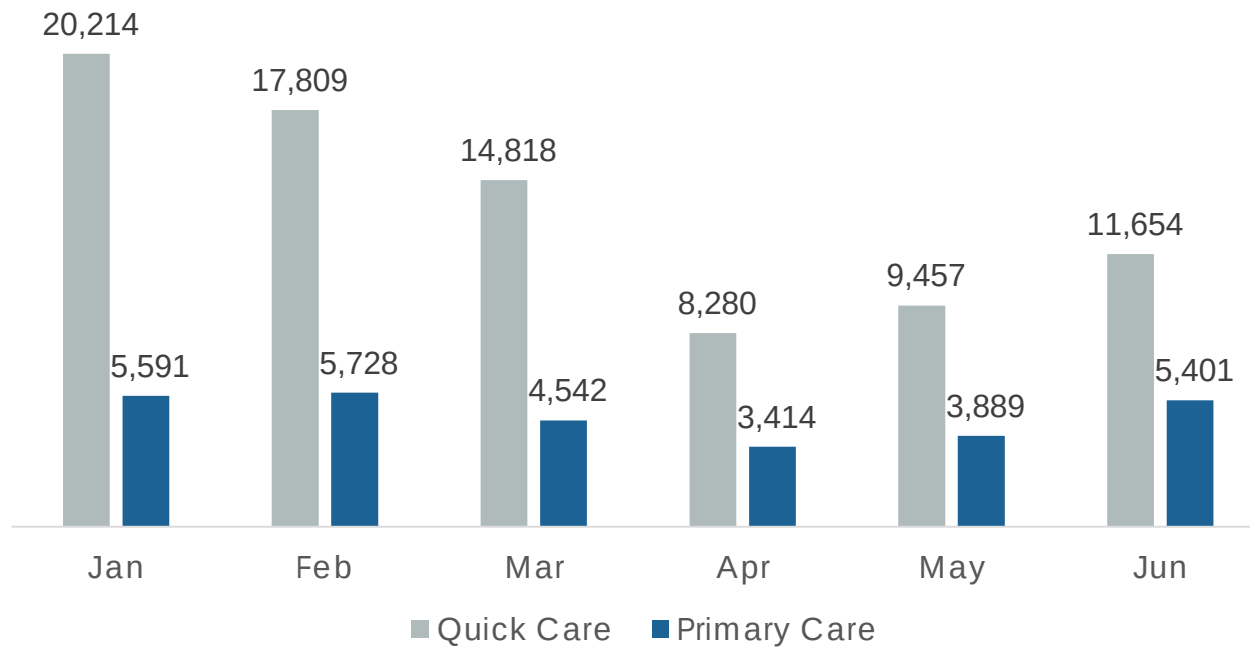


Ambulatory

- Clinic Expansion Updates
 - Nellis, Southeast, and Northeast
- Leader in contracted company partner COVID-19 testing
 - Las Vegas Convention Center Site location extended to September 30, 2020
 - Advance Center for Health opening as an exclusive COVID-19 Test Site, opening early August
- Infectious Disease Clinic
 - Opening August 13th
 - Two half days a week will be dedicated to Wellness, 1 day a week will be dedicated to Pediatric care
- Chronic Care Management (CCM)
 - RFP is in final phase and anticipated to go to the August Board Meeting

Ambulatory

Trended CY2020 Volume





COVID-19 Update

August 5, 2020

The antidote to fear is knowledge and preparedness.

- Incident Command
- Operational Briefings
- ER, Pediatric, & OB Workflow
- Negative Pressure Units & CDU Atrium
- Internal Surge Capacity Plan
- Designated COVID Units
- Temperature Screening & Restricted Door Access
- Agile Response

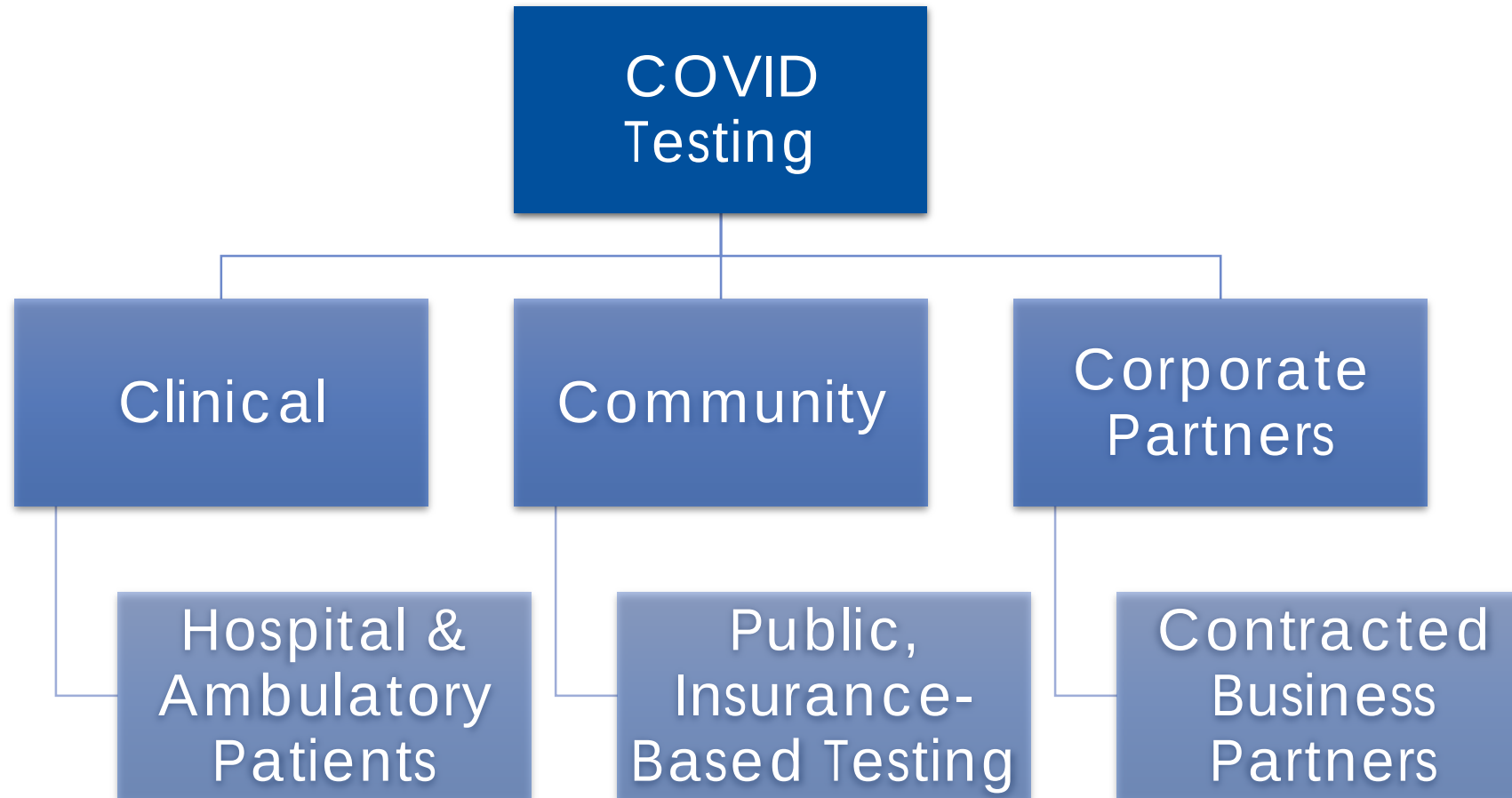


UMC is the proud leader in
Nevada for testing

To date, UMC has preformed
224,527 COVID Tests

Dedicated COVID-19 Lab with
ability to test 10,000 samples
per day





To ensure the safety of our patient and staff, UMC is proud to have a robust COVID-19 testing program

- Hospital Patients
 - Dedicated Emergency Room Negative Pressure space for screening potential COVID-19 patients
 - UMC is the only hospital to offer COVID-19 Testing for all admitted patients, including outpatient surgery patients during pre-op
- Ambulatory Patients
 - UMC QuickCare are available for symptomatic patients in need of COVID-19 testing
- UMC Staff
 - Telehealth services available for consult with our Infectious Disease physician experts
 - Employees have been offered testing at Rancho QC, and now can be tested on the Hospital Campus

To help serve and protect of community, UMC is proud to have the largest community testing operation

- Diverse Locations
 - UMC has staged many test locations to offer convenient testing around the valley
 - Test Sites include: Orleans, Thomas & Mack, Texas Station, Cashman
 - Advance Center for Health Clinic
- Operations
 - National Guard

To help safely keep our community open, UMC has partnered with local businesses to test their employees

- Corporate Partnerships
 - UMC Currently serves over 66 corporate partners and actively evaluating future contract requests
 - Casino & Gaming
 - Event Medicine
 - Corporate & Small Businesses
- Operations
 - Las Vegas Convention Center
 - Reference Lab Agreements

To combat the high demand of COVID-19 tests, UMC has created many operational efficiencies, including:

- Daily Testing Operational Call
- Patient Texting Lab Results
- Automated Result Uploads to Corporate Partners
- MyChart Access to Corporate Partners
- Interface between COVID-19 Lab Analyzers to Cerner
- Interface with Cerner to EPIC



FY 20 CEO Performance Objective Review

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. The plan will be granular down to the department level and, within departments (where applicable) will forecast volumes, revenue and expenses by DRG.

- Finance Team successfully completed the initial implementation of Axiom Financial Planning module with capability to project volumes, revenues, and expenses for 5-10 years based on base years and scenarios
- Projected Date for completion and presentation for 5 year plan: Jan 2021

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 20 Strategic Planning Committee

- Formation of the six service line committees provided a continuous review of how to better our service offerings and review operational and clinical opportunities for improvement
- Developed P&L review by Service Lines
- Developed short and long term strategies based on service line vision statements and market data
- Reviewed Capital Needs and recommended purchases to Capital Committee
- Began marketing ideas for services and key physician and organization alignment

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.

CEO Performance Objective #3

FY 20 Strategic Planning Committee

- UMC and UNLV SOM have finalized branding guidelines and have created joint branding logos
- Due to funding restrictions and focus on COVID management, we have not finalized a campaign



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 #4

FY 20 Strategic Planning Committee

- Facilitated a Joint Clark County Commission/City of Las Vegas meeting focusing on opportunities to enhance the LVMD
- Key contributor in the Las Vegas Medical District Advisory Committee, LVMD Developing Subcommittee, LVMD Marketing Subcommittee, and Safety Committee
- Participated in ongoing discussions regarding LVMD Development Corporation plan to formalize the collaborative involvement of the four major LVMD Stakeholders: UMC, UNLV, Valley Hospital and the City of Las Vegas
- Coordinated with in Nevada Department of Transportation to limit the Project NEON impacts on UMC and emergency transport services
- Coordinated with LVMD and representatives from the Regional Transportation Commission (RTC) in the development of a Bus Rapid Transit (BRT)
 - Supported the RTC's efforts to develop a federally-funded autonomous transport plan for the LVMD/Downtown areas
- Coordinated interaction with the City of Las Vegas relating to the final design of the UMC Façade Upgrade project, and the UMC Master Plan
- Support development of the UNLV School of Medicine building on the Shadow/Pinto Lane site, coordinate facilities planning with UNLV along Shadow Lane
- Participated in planning sessions with the City of Las Vegas and UNLV to develop a multi-use parking structure and associated retail offerings
- Coordinated joint marketing and public information messaging to promote the services provided within the LVMD, including participating in the "Welcome Back –Your Doctor is ready for you now" LVMD-sponsored campaign to encourage patients to continue regular medical routines despite COVID-19