University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
March 24, 2014

UMC Conference Room I/J
Trauma Building, 5th Floor
800 Rose Street
Las Vegas, Clark County, Nevada
Monday, March 24, 2014
8:00 a.m.

The University Medical Center Governing Board Strategic Planning Committee had its first meeting, in Conference Room I/J, UMC Trauma Building, 5th Floor, Las Vegas, Clark County, Nevada, on Monday, March 24, 2014, at the hour of 8:00 a.m. The meeting was called to order at the hour of 8:15 by Chair John White and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
John White, Chair
Jeff Ellis
Eileen Raney
Michael Saltman (participated by conference phone)

Also Present:
John O'Reilly, Governing Board Chair
Lawrence Barnard, Chief Executive Officer
Lisa Logsdon, Deputy District Attorney
Cindy Dwyer, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 Approval of Agenda *[For possible action]*

DISCUSSION: None.

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

ITEM NO. 2 PUBLIC COMMENT

Chair White asked if there were any persons present in the audience wishing to be heard on any item on this agenda.

Speaker(s): None

SECTION 2. BUSINESS ITEMS

ITEM NO. 3 Discuss and determine Committee goals and work plan. ***(For possible action)***

DISCUSSION: Chair White opened the meeting, reminded those present that as a Committee of a public Board, the strategic discussions of this Committee will take place in a public setting. Additionally, as a volunteer board, the Committee is charged to do work in conjunction with hospital staff. A suggestion was made while staff is "building" the strategic plan it would not be in a public environment. The difficulty is involving the Board without sharing information with competitors in a public setting. Gail Yedinak, UMC Intergovernmental Relations, mentioned that we are currently looking at the possibility of a bill draft request for the 2015 legislative session that would allow public hospital boards to meet in closed session when discussing "trademark" information.

Following discussions of Items No. 4, 5 and 6 below, it was the consensus of the Committee that their work should begin with a community needs assessment. Additionally, it was agreed that a short-term assessment of the shift from Clark County Social Services (CCSS) to Medicaid Managed Care would assist the hospital and this Committee in determining short term action that may need to be taken if volume is decreasing.

There was consensus that the UNLV Medical School needs to be part of a future strategic discussion. At the request of other members, Chair White provided a brief history and update on UNLV's plans to building a medical school, and also discussed the other institutions interested in competing for Graduate Medical Education (GME) funds and potential collaborations for both UNLV and UMC. He mentioned that the Governor has issued an executive order to appoint an ad hoc committee, which will result in the Governor's budget recommendation to the legislature as it relates to GME funding. It will be important for Mr. Barnard participate on this ad hoc committee. This Committee's is which path UMC will take and building the framework for that decision.

Mr. Barnard was asked to prepare a calendar or timeline of milestones leading to an eventual strategic plan, to include a community needs assessment, assessment of the impact of Medicaid Managed Care, issuing of an RFP for a strategic planning consultant, presentation of the 2015 strategic plan, and a 5-year strategic plan.

To stay focused on strategic goals, the Committee also requested Mr. Barnard to provide a transition plan, which would serve as a framework for the strategic plan. Included in that plan should be short-term actions to manage the following current issues: Electronic Health Record (EHR) implementation, CCSS/Medicaid transition, staffing of critical positions in C-Suite and Finance, budget cycle (including cash flow), and the need to flex cost reduction in response to short term and long term financial impacts on the hospital.

FINAL ACTION: No action taken.

ITEM NO. 4 Review and discuss existing or ongoing strategic planning at UMC, and direct staff accordingly. ***(For possible action)***

DISCUSSION: Mr. Barnard reported that the hospital does not currently have a traditional strategic plan. Under the previous CEO the strategic planning was more fundamental and related to the culture and engagement. There is no recent SWAT analysis or needs assessment. Once the COO and other C-Suite positions are filled, Mr. Barnard and his staff will be dedicated to developing a true business plan for the hospital. He also noted that in 2013 there was an RFP for a master facility plan. Responses were received, but then the project was put on hold, pending input from the new Governing Board.

FINAL ACTION: No action taken.

ITEM NO. 5 Discuss the existence of surveys of medical needs in the Las Vegas valley, and direct staff accordingly. ***(For possible action)***

DISCUSSION: Mr. Barnard reported that to his knowledge there hasn't been a recent survey of medical needs in the Las Vegas area. He stated that he would like to see a needs assessment done, and would also be interested in a needs assessment in the physician community. He wasn't aware of any such surveys by the County or State either. Ms. Raney mentioned that the Nevada Health Centers had recently conducted a needs assessment for Medicaid recipients, and she would be happy to share those public results with the Committee, although it was specific to Medicaid Managed Care and outpatient services.

FINAL ACTION: None taken.

ITEM NO. 6 Discuss the framework for future planning exercises at UMC, and direct staff accordingly. ***(For possible action)***

DISCUSSION:

There was discussion about the difficulties of putting strategic information before the Board without alerting our competitors. Committee members suggested that plans for change in services or re-allocation of resources, be brought before the Committee or Board in a more global format, after reviewing a business plan with the Chairs of the Governing Board, the Finance Committee, and Strategic Planning Committee.

FINAL ACTION: No action taken.

ITEM NO. 7 Determine future meeting dates and times of the Strategic Planning Committee through Calendar Year 2014, and direct staff accordingly. ***(For possible action)***

DISCUSSION: The Governing Board Policies and Procedures require that the Strategic Planning Committee meet a minimum of quarterly. It was the consensus of the Committee that the next meeting be scheduled prior to the April Board meeting, with the intent of reviewing Mr. Barnard's transition plan and timeline. It is anticipated that thereafter they will meet quarterly, though monthly reports will be made at the Board meetings, based on conversations between the Committee Chair and the CEO.

It was noted by Ms. Raney that there is a crossover between the Strategic Planning Committee and the Finance Committee, and those chairs will ensure communication between the two Committees and Chairs.

FINAL ACTION: No action taken.

ITEM NO. 8 Identify emerging issues to be addressed by staff or by the Strategic Planning Committee at future meetings; and direct staff accordingly. ***(For possible action)***

- Pursue a Community Needs assessment
- Pursue short-term assessment of the shift from Clark County Social Services to Medicaid Managed Care
- Timeline of milestones leading to eventual strategic plan to be presented at April meeting
- Transition plan to be presented at April meeting

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair White asked if there were any persons present in the audience wishing to be heard on any items not listed on the posted agenda.

SPEAKER(S):

Gail Yedinak, Intergovernmental Relations, gave a very brief overview on State's 1115 waiver for Medicaid fee for service.

There being no further business to come before the Board at this time, at the hour of 9:33 Chairman White adjourned the meeting.

APPROVED:

John White, Committee Chair

ATTEST:

Cindy Dwyer

Cindy Dwyer, Board Secretary