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

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

The University Medical Center Governing Board Strategic Planning Committee met in Conference Room I/J, UMC Trauma Building, 5th Floor, Las Vegas, Clark County, Nevada, on Tuesday, June 24, 2014, at the hour of 8:00 a.m. The meeting was called to order at the hour of 8:03 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
Donald Mackay, MD (by conference phone)
Eileen Raney (by conference phone until 8:32)
Michael Saltman (by conference phone until 8:39)

Also Present:
Lawrence Barnard, Chief Executive Officer
Lisa Logsdon, Deputy District Attorney
Cindy Dwyer, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 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

ITEM NO. 2 Approval of Minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on March 24, 2014. [For possible action]

FINAL ACTION: A motion was made by Jeff Ellis that the minutes be approved as recommended. Motion carried by unanimous vote.

ITEM NO. 3 Approval of Agenda [For possible action]

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a presentation and discuss enhanced Medicaid opportunities; and direct staff accordingly. [For possible action]

DISCUSSION: Barbara Eyman, Consultant and Principal, Eyman Associates, gave a presentation on Medicaid funding opportunities under Section 1115 waiver plans. The Audit and Finance Committee previously received this presentation and recommended that this Committee also receive and discuss the opportunities in relation to the strategic planning process. Ms. Eyman gave a high level overview of the process for accessing Section 1115 waiver funds through an amendment to the comprehensive care management waiver already granted to the State of Nevada. There are opportunities for UMC to access those funds by initiating a project to reform the patient care delivery system, while being consistent with the State's goals.

Ms. Eyman warned that the negotiating process with the State and CMS is difficult. CMS has placed an emphasis on data collection and ability to report on achievement metrics and benchmarks, and the incentive payments are dependent on these milestones. Additionally, these projects are dependent on upfront investment in the form of IGT payments from the County. Ms. Eyman advised staff to be cautious in reviewing existing projects, as some of the projects approved early in the process have now been deemed by CMS as not rigorous enough.

Ms. Eyman responded to questions asked by the Committee. She suggested that 12 months would be a reasonable timeframe for an amendment to the State's waiver, allowing time to develop the project plan, receiving CMS approval, and starting the program. There is no requirement that there be a profit margin and Ms. Eyman has not seen any evaluations of profit margins; CMS is more focused on quality care, and an independent evaluation of effectiveness is required.

Mr. Barnard expressed concern with the County's ability to provide the upfront investment, and anticipates the County would most likely shift current IGT funds, rather than provide additional funds.

Gail Yedinak, Government Relations, is researching waiver projects that are already operating in other states, as well as meeting with representatives of the State of Nevada, to investigate possible opportunities for UMC. She will be reporting back to the Audit and Finance Committee, as well as the Strategic Planning Committee.

The Strategic Planning Committee concluded that the consideration of a waiver project should be incorporated into the strategic planning process to ensure that any such project would supplement the hospital's mission, vision and goals. The Strategic Planning Committee will continue to consider and address Medicaid waiver opportunities, along with the Audit and Finance Committee.

FINAL ACTION: No action taken.

ITEM NO. 5 Receive and review report on Nevada Health Centers needs assessment and direct staff accordingly. [For possible action]

DISCUSSION: The Committee reviewed and discussed a community health needs assessment performed in 2013 commissioned by the Nevada Health Centers. The majority of the assessment was specific to Nevada Health Centers' clinics. The portion that was more specific to the overall Nevada population provided a good overview, but was thought to be too general for the purposes of strategic planning; it did not include specific service lines. Mr. Barnard recommended that we not expend the funds at this time for a community needs assessment, as there are no immediate plans to employ sub-specialty physicians.

Chair White suggested that with the potential expansion of graduate medical education (GME) in the community, there might be opportunities to work with our NSHE partners on a future needs assessments specific to service lines.

FINAL ACTION: No action taken.

ITEM NO. 6 Receive and review CEO's transition plan and milestones; and direct staff accordingly. [For possible action]

DISCUSSION: CEO Larry Barnard gave a brief overview of the CEO Transition Plan, which provides the tasks and activities necessary to transition from the former CEO to the current CEO. The Plan also included a timeline of the milestones for the remainder of the calendar year.

The Plan includes the strategies to mitigate the existing risks which are the result of the hospital operating for the past decade without a formalized strategic plan. Those strategies include the development of a strategic plan, a plan to ensure we have the right individuals in leadership roles, and providing a process and the leadership support to foster accountability within the organization.

Senior Leadership is making great progress in developing the Strategic Plan. The Plan that will be rolled out to the Board on July 14th will not include tactical information that can be shared with our competitors, but rather an overview of strategies to ensure Board members that staff is moving in the right direction. Mr. Barnard will meet individually with Board members to share more detailed information, not included in the written document.

An initial assessment of all Director level positions was undertaken with the intent of initiating Performance Improvement Plans on low performers and identifying opportunities for high performers.

Managers will be held accountable through formal Semi-Annual Business Review (SABR) meetings to review business metrics, strategies and priorities of each cost center within the facility. Management evaluations will be altered to reflect the Strategic Plan and SABR goals

There was a lengthy discussion about strategic planning in a competitive environment, which is subject to open meeting and public record laws. As a consequence it is expected that staff will continue with strategic planning, but in a way that will not reveal trade secrets and strategies. Lisa Logsdon, Deputy District Attorney, stated that all requests for public documents are directed to her office to assess and determine if the public interest in nondisclosure outweighs the public interest in disclosure. The Committee concluded that this is a topic that should be discussed as a full Board at some point in the future.

The Chair suggested that staff consider developing a separate strategic plan focusing on achievements and aimed at marketing and community awareness.

FINAL ACTION: No action taken.

ITEM NO. 7 Review and discuss management dashboard metrics specific to Committee's oversight, and direct staff accordingly. [For possible action]

DISCUSSION: It would be difficult to establish metrics in the absence of a Strategic Plan. This discussion will be tabled until there is a Strategic Plan in place.

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]

Chair White indicated that the final report from the Governor's state-wide GME Task Force should be released very soon. He anticipates that there will be issues that are of direct relevance to UMC and its Governing Board. Because of the hospital's crucial role in GME for the State and in the community, the Committee requested that an item be placed on the next Governing Board meeting agenda to discuss and strategize about UMC's current and future role in GME.

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): None

There being no further business to come before the Board at this time, at the hour of 9:17 a.m. Chairman White adjourned the meeting.

APPROVED:

8/22/14

John White, Committee Chair

ATTEST:

Cindy Dwyer

Cindy Dwyer, Board Secretary