University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
December 15, 2016

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, December 15, 2016
3:00 p.m.

The University Medical Center Governing Board Strategic Planning Committee met in the ProVidence Suite, UMC Trauma Building, 5th Floor, Las Vegas, Clark County, Nevada, on Thursday, December 15, 2016, at the hour of 3:00 p.m. The meeting was called to order at the hour of 3:13 p.m. Chair Eileen Raney and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
Eileen Raney, Chair
Donald Mackay, MD
Robyn Caspersen
Renee Franklin

Absent:
Mike Saltman (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Dr. David Obert, Associate Medical Director of the Emergency Department
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

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

None present

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on October 13, 2016. *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Presentation on Emergency Department Expansion Business case. (For possible action)

DOCUMENT SUBMITTED: ED Expansion

DISCUSSION: Matt Cova, Director of Business Development presented the most recent state of our Emergency Department and the need for expansion and renovation.

Member Caspersen inquired about market beds and Mr. Cova replied that "market beds" is referring to hospital beds only. The Nova group provided the analysis of future patients and beds needed.

Mr. VanHouweling added the analysis group we use is SG2 and they do projections depending on the specialty of care. Their technology is phenomenal and if the committee would like, we could have SG2 come in and talk about Las Vegas statistics.

Mr. Cova said that we currently have 49 beds/bays and we need 57.

Dr. Obert, Associate Medical Director for the ED explained that he has been working at UMC for ten years and also provides consulting services that looks at through put and efficiency. Bed space has been a challenge since he has arrived at UMC and the problem continues to grow. The ED is still being used as primary care and that is adding to the capacity issue.

When Dr. Obert and his team identify someone who does not have a primary care physician, Andrew Chung and his team have been linking up those individuals with a doctor in the network. This is one way of reducing non-emergency visits to our ED.

Mr. Cova showed a proposed floor plan of what the ED could look like with a better through put system in place enabling patients to move from one area to another, depending on their intake and diagnosis. Safety and security measures were also brought up by Dr. Obert.

Mr. VanHouweling invited the committee to take a look around the ED and see Dr. Obert and his team in action.

Member Caspersen suggested breaking down the safety costs so the committee could see what needs to be done to improve safety and how much it will cost.

Member Franklin suggested putting bullets on the slide presentation regarding when the ED opened, we were already short the amount of beds needed. These points will make others see more quickly, what needs to be done and why.

Chair Raney asked for a matrix of our competitors, services, hours and staffing.

FINAL ACTION: That an updated presentation and proposal on this topic be brought back to the committee at their next meeting on January 12.

ITEM NO. 5 **Presentation on Ambulatory Growth Strategy in a Value-based Market. (For possible action)**

This item deferred until January 12, 2017 Strategic meeting.

ITEM NO. 6 **Presentation on Northwest Urgent Care/Primary Care Business Case. (For possible action)**

This item deferred until January 12, 2017 Strategic meeting.

ITEM NO. 7 **Review of the Scenario Planning Document. (For possible action)**

This item deferred until January 12, 2017 Strategic meeting.

ITEM NO. 8 **Discuss CEO annual incentive compensation performance standards 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. (For possible action)**

DOCUMENT SUBMITTED: Schedule B - Metrics

DISCUSSION: Mr. VanHouweling gave a summary of each performance objective that has been set per the CEO contract and whether or not he has met each of the objectives.

It was mentioned the countless hours that was spent by himself and staff on educating community leaders about the negative impact of other local hospitals trying to get into the business of obtaining higher trauma level certifications. Although it was a very important task, this took a lot of time away from obtaining more business for UMC.

Mr. VanHouweling also commented that this Board has helped a great deal in supporting himself and the entire hospital; he is very appreciative.

Chair Raney asked Mr. VanHouweling what percentage of the tasks he felt he had met and the reply was 100%.

Chair Raney, and members Mackay, Caspersen and Franklin verbally acknowledged that a 100% of the benchmarks for CEO VanHouweling have been met and make a recommendation to the Human Resources committee.

FINAL ACTION TAKEN: A motion was made by Member Franklin to recommend their findings to the Human Resources committee. Motion carried by unanimous vote.

ITEM NO. 9 Discuss 2017 Calendar for Strategy Committee. (For possible action)

DOCUMENT SUBMITTED: 2017 Calendar

DISCUSSION: None

ITEM NO. 10 Identify emerging issues to be addressed by staff or by the Strategic Planning Committee at future meetings, and direct staff accordingly. *(For possible action)*

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Raney 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 5:23 p.m. Chair Raney adjourned the meeting.

APPROVED: January 12, 2017
MINUTES PREPARED BY: Terra Lovelin