University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
March 17, 2016

UMC ProVidence Suite
Trauma Building, 5^{th} Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, March 17, 2016
3:00 p.m.

The University Medical Center Governing Board Strategic Planning Committee met in the ProVidence Suite, UMC Trauma Building, 5^{th} Floor, Las Vegas, Clark County, Nevada, on Thursday, March 17, 2016, at the hour of 3:00 p.m. The meeting was called to order at the hour of 3:00 p.m. 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
Donald Mackay, MD
Renee Franklin
Eileen Raney

Absent:
Mike Saltman (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Kurt Houser, Chief Operating Officer
Stephanie Merrill, Chief Financial Officer
Andrew Chung, Associate Administrator
Vick Gill, Assistant Administrator
Matt Cova, Director of Business Development
Danita Cohen, Executive Director, Strategic Development and Marketing
Terra Lovelin, 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 January 21, 2016. ***(For possible action)***

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

ITEM NO. 3 Approval of Agenda ***(For possible action)***

Chair White suggested that item 6 and 7 be tabled until the next meeting due to time constraints.

Mr. Cova suggested that Item 8 will be moved before Item 4 today so CEO VanHouweling could be present for it.

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 Receive a presentation on Liver Transplant from Dr. Ham and Gwen Broeren, Director of Transplant Services. ***(For possible action)***

DOCUMENT SUBMITTED: None submitted

DISCUSSION: Gwen Broeren, Director of Transplant explained a partnership deal with Intermountain for liver transplants.

This partnership would be a bridge to liver program called UMC Liver Program. It would help us care for liver patients in the community, not only those who need transplants.

This partnership would bring in the experience that we need and Intermountain would bring in their own Heptalogist, liver coordinator and they would help us market the UMC liver program. Our current transplant surgeons are certified in pancreas and livers so what we really need is hepatology.

A new RN coordinator from the University of Minnesota and a transplant coordinator from the University of Michigan have been hired to help us build the ability to do liver transplants.

This program would have Intermountain come to our transplant clinic at Delta Point, twice a month in the beginning and bring their own Hepatologist and RN coordinator. We would assist with our personnel; Dietitians, Admin. Reps, CNA's, Pharm D's, and social work. We would gain the revenue from the liver procedures and we would bill for and receive for the physician billing for their visits here.

Member Mackay asked if it was less costly to start a transplant program such as liver when you already have one in existence, like kidney.

Ms. Boren replied that it is less costly because we already have some of the staff. However, we would still need to bring in a Hepatologist to actually do the transplants.

Member Mackay asked how many transplants a typical center may do each year.

An average number for our population would be 20-30 livers per year.

Staff asked how long it would take for us to get Intermountain here and Ms. Boren replied July would be the month we are aiming for. Depending on when we can get a Hepatologist to join us, we could go as early as a year from the July start date. Dr. Ham and Ms. Boren estimate they could see about 40-50 per year in the valley.

Mr. Cova explained that from a cost and quality perspective, it does not make sense to start the program on our own. The intent is at some point, we will run the program fully on our own.

Member Raney voiced her concern about letting Ironmountain into our market and would like to review the “Make” vs “Buy” analysis.

Dr. Ham is currently approaching a few Hepatologists to see if any of them are interested in coming to Las Vegas.

Vick Gill said there were a few Hepatologist in the community but we would have to engage with a third part vendor who does recruiting.

<u>FINAL ACTION</u>: None taken.

ITEM NO. 5 **Receive an update on the Strategy Conference Summary. *(For possible action)***

<u>DOCUMENT SUBMITTED</u>: Hospitals and Integrated Networks of the Future

<u>DISCUSSION</u>: Mr. Cova provided the committee with a summary that the group received when they went to the AHCA strategy conference last month. This conference provided great examples of things that need to change here at UMC. We need to develop a delivery system and take care of the patient entirely.

CEO VanHouweling said the conference was filled with great speakers and CMS truly believes 80% of diagnosis and procedures can be delivered in the form of a bundled payment. He would like the Board members to attend some of these conferences locally in the future.

Chair White suggested that we either partner with someone or hire someone to develop a proprietary strategy to address these issues. Once we have that, we can create a version of the handout that UMC can use as a presentation to the Commissioners. What is apparent is there is a lot of change that is happening fast.

FINAL ACTION: No action taken.

ITEM NO. 6 Receive a report on Defining Primary Service Area and Secondary Service Area. *(For possible action)*

DOCUMENT SUBMITTED: Map

DISCUSSION: This item was pulled off the agenda due to time constraints.

FINAL ACTION: No action taken.

ITEM NO. 7 Receive a report on Angio Screening *(For possible action)*

DOCUMENT(S) SUBMITTED: Angio Screen Handout and Case Study

DISCUSSION: This item was pulled off the agenda due to time constraints.

FINAL ACTION: No action taken

ITEM NO. 8 Receive a report on Community, Economic and Fiscal Impacts. *(For possible action)*

DOCUMENT(S) SUBMITTED: Community, Economic and Fiscal Impacts

DISCUSSION: Matt Cova gave an overview of the report compiled and written by Applied Analysis that explained what we are do for the community.

Staff is deciding who to get this out to and it was suggested by Member Raney that they distribute it to every State Legislator, County Commissioner, City Council Member and the Steering Committee for the UNLV Medical School.

Chair White suggested that it would be a great handout and reference while conducting press releases and other community outreaches.

Member Franklin would like these Impact brochures delivered to the Commissioners with an introduction by staff.

FINAL ACTION: No action taken

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

No emerging issues.

<u>COMMENTS BY THE GENERAL PUBLIC</u>:

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

ITEM NO. 10 Go into closed session, pursuant to Senate Bill No. 33, 78th Regular Session (Nevada 2015) (to be codified at NRS 450.140)

A motion was made by Chair White that the committee goes into closed session pursuant to NRS 450.140. Motion carried by unanimous vote.

At the hour of 3:55 pm the Board recessed to go into closed session.

The meeting was reconvened in closed session at 3:55 p.m.

At the hour of 5:16 pm the closed session was adjourned.

FINAL ACTION: No action taken

There being no further business to come before the Board at this time, at the hour of 5:16 p.m. Chairman White adjourned the meeting.

APPROVED: June 16, 2016

MINUTES TAKEN BY: Terra Lovelin