
UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, April 6, 2017
9:00 a.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, April 6, 2017, at the hour of 9:00 a.m. The meeting was called to order at the hour of 9:02 a.m. Chair Raney and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
Eileen Raney, Chair
Robyn Caspersen
Mike Saltman – Via phone (Left at 9:30)
Donald Mackay, MD

Absent:
Renee Franklin (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
James Conway, Assistant General Counsel
Matt Cova, Director of Business Development
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 February 9, 2017. *(For possible action)*

FINAL ACTION: A motion was made by Dr. Mackay 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 Member Saltman that the agenda be approved as amended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a report on the performance evaluation and bonus timeline for the CEO, management and employees. *(For possible action)*

DOCUMENT SUBMITTED: Schedule B

DISCUSSION: Mason VanHouweling explained that at the last Human Resources committee meeting, Chair Jeff Ellis requested that each committee revise the performance goals in Schedule B.

Below are the current goals listed in Schedule B:

1. Develop Annual Strategic Plan for UMC addressing short and long terms goals including but not limited to addressing budget, staffing, operations and capital needs.

2. Explore external strategic relationships and partnerships that supports the overall Hospital objectives.

3. Development and implementation of a specific plan to increase inpatient and outpatient referrals of physician business activity at and to UMC.

4. Work with UNSOM, UNLV, the Board of Regents, and others to expedite and enhance the overall working relationships including the UNLV Medical School authorization and start up as part of the UMC centered Academic Health Science Center.

5. Active participation in community that directly supports UMC and targeted with community relations goals and objectives.

6. Improve overall Hospital Market Share within the PSA by 2%.

Chair Raney suggested that for number one, to change the wording from “develop” to “update” the strategic plan. Also, she would like to add something about preparing for potential changes in reimbursement.

With regards to number two, she suggested the committee make this more specific about exploring networks that we can contract with.

With regards to number three, make a more specific goal around inpatient and outpatient referrals.

Member Caspersen asked if the committee could make the timelines more specific with achieving the goals and Chair Raney agreed.

The committee agreed to delete item number five and try to make each goal have a timeline. Also, with regards to number six, take the 2% figure out.

A discussion ensued regarding the weighted percentage of the Strategy component. It was suggested that the percentage should be higher than 20%.

Chair Raney and Mr. VanHouweling will get together to update Schedule B.

FINAL ACTION: This document will be brought back to the committee next month with the above discussed changes.

ITEM NO. 5 Review 4th Qtr 2016 Market Share Data *(For possible action)*

DOCUMENT SUBMITTED:
- 2016 Market Share presentation

DISCUSSION: Matt Cova, Director of Business Development introduced Kayla Hillegass. Ms. Hillegass has been working with Administrative team for a few months now gathering data and analyzing trends.

UMC was third in market share for the fourth quarter.

Chair Raney would like the report to show year over year so the committee can see the trends.

Mr. Cova noted that UMC was on internal divert during the quarters where we had lower market share.

UMC is third in overall market volume.

A discussion ensued regarding newborn admissions and what hospitals gained this share of the market.

Danita Cohen, Chief Experience Office added that UMC is hiring our first EMS Outreach Coordinator. Sunrise has about seven coordinators on their team and they make the process very smooth for the EMS personnel to deliver patients. In our ED, a charge nurse is usually the one who leads the off-loading with the EMS and the EMS workers have to wait until the nurse is available and this takes time.

EMS will go to other locations that have a faster, more efficient off-loading process.

(Mike Saltman left call)

Chair Raney suggested that we hire more than one EMS coordinator and would like an answer as to why we aren't hiring more as they are key to the hospital.

Ms. Hillegass explained that Newborn and Hematology numbers were very low. UMC lost physicians and a few OBGYNs left for other groups.

Chair Raney asked for a 2015 and 2016 comparison of market share data.

FINAL ACTION: None taken

ITEM NO. 6 Presentation on Centennial Gateway Primary Care/Quick Care Development *(For possible action)*

DOCUMENT SUBMITTED: 2016 Ambulatory Expansion

DISCUSSION: Mr. Cova gave an update on the leases and other developments associated with the proposed Centennial Gateway clinic location.

The lease is done with tenant improvements and ready to be signed.

A discussion ensued regarding Occupational medicine and Mr. Cova said it would be an easier transition once Epic goes live.

This committee has seen this presentation multiple times and only a few questions arose.

Dr. Mackay would like staff to look at expectations of the primary care doctors and the bonus structure.

Mr. Marinello said this is being looked at and also noted that it has been difficult to recruit doctors for these locations.

Chair Raney commented that the numbers do not make sense with regards to our Primary Cares and productivity. She asked staff to come back next month with adding Occupational Medicine to our Blue Diamond location and the Rancho location and a comparison of fee schedules.

A suggestion was made that we need to secure occupational medicine with the County and other municipalities.

FINAL ACTION: The committee agreed that this presentation should be presented to the Audit and Finance committee on April 12.

ITEM NO. 7 Presentation on MRI expansion *(For possible action)*

DOCUMENT SUBMITTED: 2017 MRI Upgrade and Expansion

DISCUSSION: Our MRI machine is outdated and UMC needs another machine to help with throughput issues in the emergency department. The current MRI machine has 12 year old technology and is at end of life status with our current magnet.

Chris Jones, Director of Radiology explained that we would get a complete hardware and software upgrade with the existing magnet and this would take us to 2024, an additional seven years on the end of life.

A 3 Tesla magnet is also being proposed. This magnet is 30,000 times the earth's natural gravity pull. It is a super strong magnet that can only be used with MRI safe equipment. The 3T MRI is the preferred machine for Radiologists and scanning takes less time.

Mr. Cova is still working on the final cost of this machine and the information will be brought back next month to this committee for approval.

Mr. Jones stated that UMC rolls over six in-patients a day to the following day, due to the long MRI wait. The MRI procedure takes about an hour to two hours per patient.

The $3 million possible purchase price is on our capital list. This price estimate includes reinforcing the floor to hold the magnet, among other costs involved in the purchase and installation of the magnet.

FINAL ACTION TAKEN: A motion was made by Dr. Mackay to approve and make a recommendation to the Audit and Finance Committee to approve the purchase. Motion carried by unanimous vote.

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)*

Items for next month:
- Bring back Mr. VanHouweling goals
- Occupational medicine analysis; where opportunities are and what the fee schedule looks like compared to our average collection
- Network presentation
- Telehealth
- Free standing ED's.
- If any changes in ACA, have Marcia provide a brief update

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):

There being no further business to come before the Board at this time, at the hour of 10:35 a.m. Chair Raney adjourned the meeting.

APPROVED: May 11, 2017
MINUTES PREPARED BY: Terra Lovelin