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UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, August 10, 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, August 10, 2017, at the hour of 9:00 a.m. The meeting was called to order at the hour of 9:03 a.m. Acting Chair Dr. Mackay and the following members were present, which constituted a quorum of the members thereof:

**CALL TO ORDER**

Board Members:

Present:
Donald Mackay, MD, Acting Chair
Eileen Raney (Via phone)
Robyn Caspersen
Renee Franklin
Mary Lynn Palenik
Michael Saltman

Absent:

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Susan Pitz, General Counsel
Terra Lovelin, Board Secretary

**SECTION 1. OPENING CEREMONIES**

**ITEM NO. 1 PUBLIC COMMENT**

Acting Chair Dr. Mackay 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 July 20, 2017.** ***(For possible action)***

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

**SECTION 2. BUSINESS ITEMS**

**ITEM NO. 4 Discuss Affordable Care Organization (ACO) opportunities and receive feedback regarding last month's presentation.** ***(For possible action)***

DOCUMENT SUBMITTED:
- Silver State PowerPoint

DISCUSSION: Mason VanHouweling, CEO, provided a follow up on whether UMC would like to join one of the Affordable Care Organizations that are available. After much research and meetings, Silver State is the organization that Mr. VanHouweling has determined will be the best fit for us.

Some of the benefits of the ACO is to help identify revenue for UMC, help with transitional care management and help identify patients for annual wellness and chronic care checks.

An ACO is the stepping stone to Pay-for-Value programs. Silver State demonstrates this and savings. UMC anticipates brining 5000 attributed lives.

UMC is a participant in this program, not an owner and there are administrative costs. Silver State will make sure we are hitting quality measures and they will also be auditing our data to make sure we are moving our quality measures in the right direction.

The ACO has a Practice Manager who will provide the latest news related to Medicare, etc. This keeps us up to date on the latest trends on CMS.

Member Raney asked where Silver State will get the data on our patients.

Mr. VanHouweling replied that there will be data fields that will feed over to the ACO when a patient comes into our hospital.

Member Caspersen asked if UMC will be able to track what the financial benefits are to us once we become members.

Mr. VanHouweling replied that we will be able to get reports and our analysts will be able to run those reports out of the Health Endeavors system. Since this is a federal program all their savings and information, covered lives, meetings, etc. are uploaded on their websites. There are heavy reporting requirements on ACO's to demonstrate they are meeting regulations.

Member Saltman asked what the cost of the program is and Mr. VanHouweling replied that it doesn't cost us anything as a participant but there are management costs to sustain our participation as well as reporting requirement costs.

Susan Pitz, General Counsel commented that this is a Medicare Program so there is a level of transparency that is required. We are working with their team to work through some of the changes we need to finalize the agreement.

This agreement will be taken as a business item to the Governing Board for final approval.

FINAL ACTION: A motion was made by Member Caspersen that the item be moved forward and finalize the agreement for Silver State ACO, and recommended for approval by the Governing Board.

**ITEM NO. 5 Receive an update on UMC's ambulatory clinics. *(For possible action)***

DOCUMENT SUBMITTED:
- Ambulatory Care Project Update

DISCUSSION: Tony Marinello, COO provided an update on the new clinics.

Blue Diamond - On track and scheduled to open on November 27, 2017.

Centennial Hills - On track and scheduled to open on January 9, 2018.

Southern Highlands - Opened in July of 2016 and the Primary Care is averaging about 12 visits per day.

No shows are a big concern so the team is working with the Medical Director and other staff to ensure patients are being notified in timely manner with reminder calls and texts. The goal is for the clinic to see over 20 patients a day.

Member Raney asked for a fuller analysis of where this clinic is financially compared with the proforma that was presented.

FINAL ACTION: None taken.

**ITEM NO. 6 Review 1st Qtr 2017 Market Share Data. *(For possible action)***

DOCUMENT SUBMITTED:
- 2017 Market Share

DISCUSSION: Mr. VanHouweling explained where UMC was in the overall market.

UMC took a dip in overall market share and is currently at 9.8% of the overall market share in the valley.

Mountain View moved up to number three, to 9.97%.

70% of UMC admissions came from the ED but the goal is to get that number down to 60% and increase the direct admits from the other rural hospitals. The team has a goal of increasing the daily direct admits. We are at 96% capacity and the team is working on navigating the admit process to increase better throughput.

A discussion ensured about the low numbers in OB and the issue of needing to convert the double rooms to private rooms.

Member Raney asked about the Trauma Department at Sunrise Hospital and Mr. VanHouweling said he would follow up and get back to her.

FINAL ACTION: None taken.

**ITEM NO. 7 Discuss and review annual goals for UMC. *(For possible action)***

DOCUMENT SUBMITTED:
- 2018 Annual Goal Overview

DISCUSSION: Mr. VanHouweling reminded the committee how the team set out to identify the categories that the hospital participates in and the direction they will take to make sure UMC grows.

The six categories and a few of the goals are listed below.

1. Access
-Complete Master Plan and façade improvements
-Complete ED lobby renovation
-Ensure two successful new clinic openings

2. Sustainability
-Meet FY budgeted income from operations
-Achieve a 10% increase in market share of commercial and Medicare payers
-Grow market share
-Increase upfront cash collections by 10%
-Maintain an overall employee turnover rate at 10% or lower (We are at 8.5%)

3. Integration
-Successful implementation of EPIC
-Signed and approved Master Affiliation Agreement with UNLV
-10% growth in Clinical Trials Organization

4. Experience
-Improve HCAHPS top box scores for "Hospital Rating" by 10%
-Being Pathways to Excellence

5. Network
-Develop "UMC Event Medicine" group
-Work with UMC Foundation to facilitate philanthropic donations
-Foster relationships with local EMS crews

6. Workforce
-Identify succession development strategy and opportunities for management.
-Develop employee survey
-Develop framework revising employee performance evaluation to align with organizational goals

Member Raney commented that this report gwas well done and wanted to remind Mr. VanHouweling that there should be a correlation between his goals and the objectives of this plan.

FINAL ACTION: None

**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)***

No emerging issues.

**COMMENTS BY THE GENERAL PUBLIC:**

At this time, Acting Chair Dr. Mackay 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 10:45 a.m. Acting Chair Dr. Mackay adjourned the meeting.

APPROVED: September 21, 2017
MINUTES PREPARED BY: Terra Lovelin