University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
February 9, 2017

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, February 9, 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, February 9, 2017, at the hour of 9:00 a.m. The meeting was called to order at the hour of 9:05 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
Renee Franklin

Absent:
Mike Saltman (Excused)
Donald Mackay, MD (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
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 January 12, 2017. ***(For possible action)***

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Presentation on the UMC Facade & Beautification Project *(For possible action)*

DISCUSSION: Matt Cova, Director of Business Development showed renderings of what our campus could look like with an improved appearance. He is looking for support from this committee to proceed to request budget consideration to help with the landscaping project. The architects who did work last year will be speaking with Matt again to do some interim solutions prior to a new tower being built.

Mr. VanHouweling commented that we will also be discussing this project with the Smith Group to see how we can tie the buildings together. Official bids for this project will need to be obtained as costs will be in the millions. There is routine maintenance that needs to be accomplished. They are hoping July will be the start time of this project.

This discussion will be brought back to the committee next month financial information. Right now, Mr. Cova is looking for approval for the concept. The committee agreed that maintenance and painting needs to occur.

Chair Raney suggested not using the term “Beautification”, as this is more maintenance and a necessity.

FINAL ACTION: None taken

ITEM NO.5 Ambulatory Annual Overview *(For possible action)*

DOCUMENT SUBMITTED:
-Ambulatory Update, February 22, 2017

DISCUSSION: Andrew Chung, Associate Administrator gave an overview of where UMC is heading in the primary and ambulatory care market and how we compare to the market overall.

Currently UMC has Seven Primary Cares, Seven Quick Cares, One Occupational Medicine Clinic and One HIV/AIDS Specialty Clinic (Wellness Center)

Chair Raney brought up the current workers comp clinics in Las Vegas and the bad feedback she has received on them. She asked if UMC should be doing Workers Compensation (WC) claims.

Mr. Chung replied that inefficiencies with processing WC claims created the need to consolidate at one location. With the new EHR system we are looking at bringing WC claims back to all locations. Currently WC claims are only processed at the Enterprise location.

The main competitors of UMC are:
-Care Now (16 locations)
-SW Medical Associates (6 locations)
-Concentra (4 locations)
-Healthcare Partners (4 locations)

There are approximately 68 locations identified in Clark Count as Urgent Care.

Mr. VanHouweling mentioned a multi-services clinic that is opening through the Culinary Health Fund. This clinic will feed into UMC for more complex care and he has been meeting with Kathy Silver, President of the Culinary Health Fund for further discussions.

Mr. Chung commented that UMC is looking at staffing models and extending hours at some of the Quick Cares.

Member Franklin suggested that we do an evaluation of the Administrative and office staff at the clinics. One of the most common complaints she hears is how office staff in general, treat patients and visitors in some medical offices.

Danita Cohen, Chief Experience Officer commented that the Administrative team has done a lot of work rounding within the clinics and most actually have better patient satisfaction scores than the main hospital. Her team has also trained the clinic staff to make sure they acknowledge and speak to patients who have been waiting for more than an hour for a Quick Care visit.

Mr. Chung explained that we need to shift our mindset from a volume base to a value base. The doctor’s template is for 21 patients per day, which equates to about a 20 minute appointment per patient. This varies by physician and staff does look at how they are managing their patient population.

Ms. Cohen shared some of the advertising avenues that UMC is utilizing. Radio and TV spots are running during flu season as well as in the movie theaters. UMC ads are around the Town Square mall and the airport. Google Search places UMC to the top of the web page when people search and we also have a Yelp presence. UMC is also on Facebook, Instagram and Twitter and also does cross promotions in schools that are around the Quick Cares. UMC ads are in neighborhood zip code magazines as well.

The new Primary Care commercial was shown to the committee as well as the Quick Care.

Chair Raney suggested Ms. Cohen have a separate marketing page that highlights all the initiatives she just described, for the Board.

Mr. Chung mentioned the new queuing system to be tested that allows people to see how long the wait will be at certain locations. The testing should go live in March.

The renovations are complete at Nellis and ongoing at other UMC Quick Care locations. Pictures were shown and it was suggested that more artwork be implemented into the décor to brighten up the facility.

Member Franklin suggested if it is not costly, to add a few more electrical outlets in the waiting rooms for charging devices. Ms. Cohen responded that we had charging stations installed but they were being destroyed as soon as we installed them.

Member Caspersen thanked Mr. Chung for a great presentation and asked what UMC is doing to help drive folks into our primary care.

Mr. Chung replied that a key component is a well aligned and developed physician network, and we don't have one yet.

Chair Raney asked for a presentation from staff on a network we can contract with and would like included; marketing, and a trends page.

Mr. Cova said this could be ready to present to this committee in two months.

FINAL ACTION: None taken.

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

DOCUMENT SUBMITTED: 2016 Ambulatory Expansion

DISCUSSION: Mr. Cova presented an overview of the development of the new Urgent Care location in the Centennial Hills area as well as a relocation of our primary care currently in our Rancho building. The new building is a two floor building that will have Urgent Care on the first Floor and Primary Care on the second floor.

Centennial Hills is an underserved area and it makes sense financially. The current building was shown and comprises of 6,000 square feet on both floors.

The Rancho building is very old and multiple consultants have told us that it can't function as a medical building and needs to be demolished.

Member Caspersen suggested that Mr. Cova add to the slides which scenario these numbers are based on prior to showing it to the Audit and Finance Committee.

She would also like the slides to show an aerial of where the Quick Care is going to move to.

Three Proformas were requested from Chair Raney to show both sides of the operation, Quick Care and Primary Care, and the overview of them combined.

FINAL ACTION: None 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)*

-Centennial presentation with suggested changes (next month)
-Presentation on network contracting (In 2 months)
-Telehealth (next month)
-ACA update (next month)

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): Erin Kline and another individual (name was inaudible) who works at Centennial Hills Hospital introduced themselves.

There being no further business to come before the Board at this time, at the hour of 11:32 a.m. Chair Raney adjourned the meeting.

APPROVED: April 6, 2017
MINUTES PREPARED BY: Terra Lovelin