
UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, December 6, 2018
9:00 a.m.

The University Medical Center Governing Board Strategic Planning Committee met at the time and location listed above. The meeting was called to order at the hour of 9:02 by Chair Hagerty and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
Harry Hagerty, Chair
Robyn Caspersen
Renee Franklin (Via Phone)
Christian Haase
Dr. Mackay

Absent:
Mary Lynn Palenik (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Marcia Turner, Chief Administrative Officer
Jennifer Wakem, Chief Financial Officer
Danita Cohen, Chief Experience Officer
Susan Pitz, General Counsel
Vick Gill, Associate Administrator
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

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

ITEM NO. 2 **Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on October 11, 2018. *(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)***

Item number 5 will be heard first.

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 5 **Identify Strategic Planning Committee members to attend Hospital's service line committees; and direct staff accordingly (*For possible action)***

DOCUMENT SUBMITTED:
- None submitted

DISCUSSION: Chair Hagerty went over the specialty focus areas that he felt best fit each committee member's interest and/or were stated as member's preferences. He asked the members to let him know if there were any issues with the following matches.

Member Palenik- Pediatrics
Member Haase- Ambulatory
Member Mackay – Orthopedics
Member Franklin - General Surgery
Member Caspersen – Oncology
Chair Hagerty –Cardiology

Vick Gill, Associate Administrator added that nursing and business leaders will be on these teams as well and will meet on a monthly basis.

FINAL ACTION TAKEN: A motion was made by Member Franklin to approve the Committee assignments. Motion carried by unanimous vote.

ITEM NO. 4 **Receive a report regarding UMC market share and service line performance; and direct staff accordingly *(For possible action)***

DOCUMENT SUBMITTED:
-October Market Share

<u>DISCUSSION</u>: Mr. Gill went over the growing patient needs in the county. Projected population growth drives demand for more beds; in 10 years the market will need 662 more beds and in 20 years, 1,217 more.

Chair Hagerty commented that staff should show statistics on each of these charts on a common scale when showing these at the joint meeting. We need to show what the absolute changes are so it's more apparent to the average eye.

Member Haase asked about bed needs and Mr. Gill replied that across the valley the need will increase.

Geographic service areas were shown and Chair Hagerty asked that we mention to the BCC what we are considering in each district where they serve.

With regards to the Centennial area, it is looking at significant population growth over the next five years and an increase in median income. Other areas and their statistics were shown as well, including North Las Vegas, Summerlin, Sunrise, Spring Valley and Southwest.

Chair Hagerty asked if Mr. Gill could use numbers instead of percentages in the slides.

Mr. Marinello also added that comprehensive exams are helping UMC's numbers as well.

Member Haase asked if there was any land in the area that we could look at and Anthem was identified as an area to look at. A discussion ensued regarding staff speaking with the County regarding this.

Trending inpatient volumes by month were discussed and Chair Hagerty asked staff to think of what metrics we want to look at to measure success.

The members discussed color coding the bars on the graphs to reflect payor mix so the committee members could see the relation to the volumes.

Mr. VanHouweling added that staff looks at this correlation often to see how to market and improve the payor mix.

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

ITEM NO. 6 Receive an update on CEO Objectives for Fiscal Year 2019 as it relates to the Strategic Planning Committee's recommendation; and direct staff accordingly *(For possible action)*

<u>DOCUMENT SUBMITTED:</u>
- Fy19 CEO Performance Objectives

<u>DISCUSSION</u>: A retreat was mentioned as a way to brainstorm and some of the questions suggested for discussion are:

1. What business are we? What business do we want to be in?
2. What should our balance sheet look like?
3. Who is our talent?
4. What reputation do we want?
5. What results do we want?
6. How much change do you really want?

A summary of ongoing activities that are occurring with UMC and the LV Medical District were discussed. A few committees have been formed and are actively meeting. Some of those committees are, LVMD Planning Committee, LVMD Safety and Security Meeting, LVMD Public Relations and Marketing Committee and a few others.

UMC, Valley, UNLV and the City have taken leadership over the Medical District so the main stake holders can design and develop it.

With regards to the Master Affiliation Agreement with the UNLV School of Medicine, UMC Administration meets regularly with UNLV SOM leadership. There are also a series of sub-committees.

Susan Pitz, General Counsel added that she has calls with UNLV's School of Medicine Counsel.

UMC has presented UNLV with two branding and marketing campaigns through B&P Advertising for their consideration.

Mr. VanHouweling will be meeting with the Dean regarding challenges in co-branding.

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

ITEM NO. 7 Identify emerging issues to be addressed by staff or by the Strategic Planning Committee at future meetings, and direct staff accordingly. *(For possible action)*

Chair Hagerty suggested the committee members attend their specialty meetings in January so they can report what they heard at the February 7, meeting.

Mr. VanHouweling brought up the trauma applications that were recently submitted. 7 applications will be submitted this time where only 3 were submitted last year.

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

At this time, Chair Hagerty 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): Alora Gillogly Intern at UMC introduced herself. She is a graduate student at UNLV and is shadowing Mr. Gill today.

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

APPROVED: February 7, 2019
MINUTES PREPARED BY: Terra Lovelin