***University Medical Center of Southern Nevada***
***Governing Board Strategic Planning Committee***
***August 9, 2018***

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UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, August 9, 2018
3:00 p.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 3:05 p.m. 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
Christian Haase (Via Phone)
Mary Lynn Palenik

Absent:
Dr. Mackay (Excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Vick Gill, Associate Administrator
Jennifer Wakem, Chief Financial Officer
Emelia Allen, Attorney
John O'Reilly, Chair of Governing Board
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.

None present

**ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on June 7, 2018.** ***(For possible action)***

FINAL ACTION: A motion was made by Member Caspersen 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 Receive a Strategy Committee, "Year in Review" update; and direct staff accordingly.** ***(For possible action)***

DOCUMENT SUBMITTED:
- Year End Review PowerPoint

DISCUSSION: Mason VanHouweling, Chief Executive Officer provided a summary on achievements this year.

On the operations side, total admissions are up 11%, inpatient surgeries are up 19% and we had a reduction in average length of stay by 7%. It was also noted that QuickCare visits are up 3%.

Go-live of EPIC in both ambulatory and inpatient was successful. UMC had a successful Joint Commission accreditation in Radiology, Lab, NICU, Stroke, etc. We opened two new ambulatory clinics, one in Blue Diamond and one in Centennial and a new Capacity Management Plan was implemented where we reduced divert hours by 18% when compared to FY17.

A discussion ensued regarding the micro hospitals and their payor mix.

A few notable items to mention in the Clinical area:
-189 physicians credentialed in FY18
-Submitted Pathways to Excellence application to the American Association of Colleges of Nursing (AACN) in summer 2018
-Received three stars for cardiac quality outcomes
-Initiated Palliative Care program and hired a new palliative care physician and nurse practitioner

With regards to Finance, we were able to save $3.5 million dollars in FY18 due to savings through purchasing with vendors on HPG. Also, the team implemented a cost savings plan which resulted in savings of over $10 million in a six month period.

Mr. VanHouweling provided a summary of community engagement achievements and a few are listed below.

-Provided Stop the Bleed training to more than 5,000 community members
-Created partnerships with multiple Las Vegas sports teams
-Shared lessons learned from the October 1 shooting at conferences across the nation
-Conducted an in-depth Employee Engagement Survey

Chair Caspersen asked Mr. VanHouweling if he could provide these same goals and achievements to the committee when they determine if he has met his goals and earned his bonus.

Member Franklin suggested at the next CEO Town Hall, that Mr. VanHouweling integrate other staff members and explain what they do at the hospital. A lot of employees may not know what folks in Administration do.

Member Hagerty commented on the amount of information on the slides that were presented today and suggested that Mr. VanHouweling list just a few big things that need to be done and ways that to do those things.

FINAL ACTION: None taken

**ITEM NO.5** **Receive a report on overall market dynamics related to health care activity; and direct staff according. *(For possible action)***

DOCUMENT SUBMITTED:
-None submitted

DISCUSSION: Mr. VanHouweling provided a report on Universal Health Services (UHS) and other entities in the area.

UHS has been pushing into the Dignity market and is adding a free standing ED. Valley Hospital's CEO is retiring and they are bringing in a new CEO from Summerlin Hospital, Claude Wise. Spring Valley Hospital is focused on building a free standing ED around the Mountains Edge area. The issue with these free standing ED's is that payors do not want to pay the full amount as an ED visit due to the fact that it's a micro hospital and not a full service hospital.

The HCA has planned an 80 bed tower that will include a behavioral healthcare facility. This will be located in Southern Hills, near Saint Martin.

A discussion ensued regarding a shell hospital with 22 ER beds and 16 inpatient beds that is going in off Harmon and is not CMS certified. This hospital will not participate in Medicaid and Medicare. They can turn people away if they want and are not required to adhere to the same regulations that most hospitals do. This location does not intend to sign any provider contracts either. The worry is that tourists will go to this hospital for treatment expecting their insurance to pick up the bill but their insurance will not pay for their visit because the hospital does not have contracts with providers.

P3 and Health Plan of Nevada were also discussed.

UMC's bill draft requests to add services to the GPO were approved this week by the Clark County Commission.

FINAL ACTION: None taken.

**ITEM NO. 6 Receive a report regarding UMC service lines; and direct staff accordingly. *(For possible action)***

DOCUMENT SUBMITTED:
- Service Line Strategic Growth

DISCUSSION: Mr. VanHouweling summarized UMC's strengths, weaknesses and opportunities.

A few of our strengths listed were our 80+ year relationship with the community, expanded "QuickCare" presence in the Valley, and strong relationships with EMS, fire, police and unions.

A few weaknesses were discussed including, limited bed capacity, outdated facility, and poor payor mix within PSA. 20% of our business is Medicare, 41% is Medicaid, 12% is uninsured and 28% is commercial business. With regards to Medicaid payments for Orthopedics, Medicaid only pays $1,900 a day and total replacements whether it be a hip or knee, can be upwards of $50,000. They cover only about 1/3 of our costs!

Chair Hagerty asked, "In this market, how big are these specialties in the market place?"

Mr. VanHouweling responded he could provide that information to the Board.

Chair Hagerty commented that he wasn't sure why this information could not be included in these presentations. He wants to know how big each of the markets shown today are. Specifically, he wants to know how big the Cardiology market is.

Vick Gill added that marketing is an important piece of the overall plan in order to get our services known through the Community and our partnership with UNLV. We need an academic health center and for people to want to come to UMC because they know it's the best.

Chair Caspersen would like to spend some time on this presentation. The committee can't receive presentations as they walk in to the meeting, they need the material a week ahead of time to review! The committee can't make meaningful progress when they can't review material prior to the meeting and then are expected to discuss it.

FINAL ACTION: 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 and the committee would like to have a September Strategy meeting so review and discuss the information that was presented today. Terra will schedule a date that works for everyone.

**COMMENTS BY THE GENERAL PUBLIC:**

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): None

There being no further business to come before the Board at this time, at the hour of 5:34 pm Chair Hagerty adjourned the meeting.

APPROVED: September 11, 2018
MINUTES PREPARED BY: Terra Lovelin