
UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, February 8, 2018
9:00 a.m.

The University Medical Center Governing Board Strategic Planning Committee met at the time and location listed above on Thursday, February 9, 2018, at the hour of 9:00 a.m. The meeting was called to order at the hour of 9:02 a.m. by Chair Harry 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
Dr. Don Mackay
Renee Franklin
Christian Haase
Mary Lynn Palenik

Absent:

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Susan Pitz, General Counsel
Marcia Turner, Chief Administrative Officer
Jennifer Wakem, Chief Financial Officer
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.

None present

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

Chair Hagerty abstained from voting as he was not at the December meeting.

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 Caspersen that the agenda be approved as amended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a report on Market Share; and direct staff accordingly. *(For possible action)*

DISCUSSION: Kayla Hillegass, Management Analyst presented Quarter 3, 2017 Market Share statistics.

Internally, UMC regained its position of 3rd in overall market volume with an increase of 3% from Q2 to Q3.

UMC was 2nd (12%) in General Surgery, (13%) Orthopaedics, (18%) Neurosurgery and 3rd in Pulmonary (10%). In Cardiac services we are 8th and working on increasing that number with the opening of the cath labs.

Chair Hagerty asked what the revenue is associated with each of these services.

Ms. Hillegass replied that the CFO has those.

Admissions by Payor Mix 2017 Q3 are as follows:
- 47% Medicaid
- 23% Medicare
- 18% HMO
- 12% Other (Private pay is incorporated in this category)

Chair Hagerty asked if we can get this information for other hospitals in town and Ms. Hillegass replied that we can. She will provide this data for the next presentation.

He also asked what three initiatives this committee is focusing on to help grow market share.

Mr. VanHouweling replied that one of the goals for this committee is to look at ways to grow both commercial and Medicare market share by 10% over prior year. Also, creating private rooms in OB to attract patients to UMC. We are currently at capacity until we grow the campus. Modernizing the Cath Lab is another area staff is focusing on.

Member Franklin suggested looking at the surrounding area to assess changes that are effecting the market.

FINAL ACTION: None taken

ITEM NO. 5 Receive an update on ambulatory clinics; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
-Ambulatory Care Strategy Update

DISCUSSION: Tony Marinello, Chief Operating Officer gave an update on UMC's ambulatory clinics.

Blue Diamond opened ahead of schedule and below budget with a strong focus on customer service training and throughput. In December this clinic saw 53 patients a day and as of January, they are now seeing 71 patients per day.

Centennial Hills Primary and Quick Care are having their open house on March 1st, at 10am. Rancho Primary Care relocated to the Centennial Hills Clinic and will open March 5th. The Quick Care opens March 5th, 7 days a week from 8am to 8pm.

Advertising for these new clinics involves marketing billboards, direct mailers, local print and online ads.

UMC's Southern Highlands Clinic did not perform as predicted. We did not open until August. Number of visits projected was 4,335 and actual visits were 2,138 with a loss of $216,000. There was a delayed physician start date of January 2017.

The next steps with the clinic is to increase visit volume by 5 per day and extend hours to 10 hour days.

Member Caspersen asked if there was any negative impacts to our other clinics due to the opening of the two new clinics.

Mr. Marinello replied that they have not seen any negative impacts.

Member Franklin suggested offering education within the clinics to help gain customers but also to educate the community.

Member Palenik added that we should have a tag line that brings a good feeling when you hear it. UMC has great commercials but she feels we are missing a great tag line.

FINAL ACTION: None taken.

ITEM NO. 6 Receive an update on telemedicine; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
-None submitted

DISCUSSION: Brian Rosenberg explained that telemedicine is really about accessibility and convenience for patients. They are currently looking at a core strategy to focus on the short term and focusing on the clinic environment.

One area they are looking into is Workers Compensation with patients being able to go to any clinic to be seen with the help of telemedicine.

Telemedicine will also help with overflow and help to ensure patients are being seen faster. We would be able to triage patients in other locations where doctors are available so they do not have to wait.

The next steps are to move forward next month with a presentation to this committee that includes a business case, then provide revenue opportunity and cost information at the Audit and Finance meeting.

Member Caspersen asked Mr. Rosenberg if he could reduce the total cost down to the service line for telemedicine when he provides the next report.

FINAL ACTION: None taken

ITEM NO. 7 Receive an update on CEO goals for 2018; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
-CEO Performance Objectives Update

DISCUSSION: Mr. VanHouweling went over his strategic goals for 2018 and provided a few updates with regards to where he is now.

-A new Annual Strategic Plan was designed, developed and presented
-UMC has aligned with Dignity and has signed transfer agreements with all those facilities
-Alignment with Silver State ACO

- Ambulatory Strategies including extended hours and launching Workers Comp Program
- Continued Event Medicine Expansion Efforts
- Cath Lab project to go to Audit and Finance
- Quick Care and Primary Care increase of 7% in HMP/PPO
- Hospital Admits increase of 2% in HMO
- UNLV Master Affiliation Agreement signed

(Member Franklin left at 10:30am)

Chair Hagerty commented that he is looking forward to the year-end CEO results.

Mr. VanHouweling announced that the Smith Group will come back and present an updated Master Plan to the Board in March.

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)*

Chair Hagerty asked for a report on what are we doing to attract physicians to UMC.

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.

There being no further business to come before the Board at this time, at the hour of 10:39 a.m. Chair Hagerty adjourned the meeting.

APPROVED: April 12, 2018
MINUTES PREPARED BY: Terra Lovelin