University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
June 2, 2022

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, June 2, 2022
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 9:01 a.m. 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
Dr. Don Mackay (Via WebEx)
Robyn Caspersen (Via WebEx)
Renee Franklin (Via WebEx)
Christian Haase (Via WebEx)
Mary Lynn Palenik (Via WebEx)

Absent:

Also Present:
Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Chris Jones, Executive Director of Support Services
Shana Tello, Academic and External Affairs Administrator
Susan Pitz, General Counsel
Stephanie Ceccarelli, 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. No such comments were heard.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on April 7, 2022. ***(For possible action)***

A correction was made to page 4.

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

ITEM NO. 3 Approval of Agenda *(For possible action)*

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a report regarding UMC Service Line Performance Overview; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- Service Line Update

DISCUSSION:

Chair Hagerty stated that the numbers for the service lines look good and are self-explanatory. He proposed that the group could review and discuss the initiatives surrounding each service line so the Committee could get a more qualitative understanding of what is being done, what is working and not working.

Mr. Marinello began with the operational updates for general surgery. He stated that there are a lot of repeat initiatives because this is a part of overall operations. FCOTS for inpatients is at 55%, which is an improvement. The goal is get up to 80 or 90%.

Chair Hagerty asked if there is a timeline and expectation set to reach this goal.

Mr. Jones added that a dashboard has been created to track and eliminate surgical delays began in March. There is also RN education regarding use of the pre-op checklist and a target for room turnaround to remain below 30 minutes. Key staff is being trained to understand full functionality and capabilities within EPIC. Peri-operative Executive Committee has been active for 4 months. Capital improvements in process in 2 OR rooms.

Strategic next steps discussed block time utilization parameter updates and weekend staffing for elective surgeries.

Member Mackay asked about the 7:30am start times and if this time is having an effect on room setup. Mr. Marinello stated that this has not been an issue. Industry standard for start time is less than 30 minutes.

On orthopedics, Mr. Marinello highlighted the integrative joint program and patient education. There have been meetings lately regarding length of stay and how to make them better. A follow-up meeting is scheduled on June 23rd with HPG to discuss path to reduce cost for supplies. Leadership is reviewing reimbursement opportunities for outpatient procedures and a new marketing campaign is being developed to include the joint program. A discussion continued regarding a residency program in orthopedics.

There has been rapid growth in cardiac services. A new Carto EP system was approved for purchase; there have been 74 EP ablation and 24 device cases as of May 24th. The structural heart coordinator is now on board. An additional holding room has opened. Capital investments were reviewed. We are working with physician CDI for the Cath lab and negotiating updated rates for EP studies. Future plans include adding 1-2 additional Cath lab suites to allow for growth of the structural heart program.

Mr. Marinello provided an update on CVT surgeons. There was continued discussion regarding compliance in coding and documentation, as well as resident education.

There are a lot of good things happening in ambulatory. We are on target to open the Aliante Primary care and quick care clinic. There is a united goal to improve the patient experience at all clinics. Improvements and upgrades in various clinic locations were highlighted. Revenue enhancements include education and the use of a centralized resource pool to reduce overtime. Leadership is being reorganized at the clinic locations. Technology and software updates were discussed. There are a lot of opportunity with telehealth, including possibly making it one of the sacred six.

Oncology is being put on hold. The PSA expired on May 31st. We are working with UNLV for a long term oncology solution. Services are still being provided to assist patients with lung cancer, PFT, Ion surgeries, etc.

The Children's Hospital and Women's Services have increased significantly in volume. We are working with VAT team exploring the use of Nitrous Oxide to relax pediatric patients for procedures. Human trafficking screening is also being done in the pediatric and GYN/antenatal units and we are partnering with the University of Utah to build a Child Abuse Program. UMC continues strategic alignment with UNLV for service line opportunities.

This is a definite strong sacred six service line. All initiatives look good and numbers are great.

FINAL ACTION TAKEN:

None taken.

ITEM NO. 5 **Receive an update regarding Telehealth; and direct staff accordingly. *(For possible action)***

DOCUMENT SUBMITTED:
-PowerPoint Presentation

DISCUSSION:

Mr. Marinello updated the Committee with a brief overview on telemedicine.

Telemedicine marketing is now being done for the UMC Online Care brand. The operation is 24/7 and there have been 919 visits as of January 25th. Provider by volume was show. Volumes are increasing and UMC plans to extend services to include primary care and specialty consults, which will help reduce ED visits and hospital length of stay. Patient satisfaction is at 100%.

Some of the local media and social media sources were shown, estimating 6.5 million impressions. Additional UMC marketing includes the UMC Pulse, county employee emails, patient discharge folder magnet and instruction and mailers and flyers.

Statistics including visits by day of week, time of day and entry source were reviewed. This is a tool that we hope to use for discharge.

Additional data will be provided at the next meeting regarding introducing this as the next service line.

FINAL ACTION TAKEN:

Non taken.

ITEM NO. 6 Receive an update regarding on the FY22 CEO Goals; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- None

DISCUSSION:

The Committee reviewed the FY22 CEO performance goals.

Objective 1 - Continue to play a leading role in the development of the Las Vegas Medical District.

- This goal was met. We have been very active with the Medical District and UMC has played a strong role in growth.
- Chair Hagerty asked what our involvement is as compared to other hospitals in terms of being a leader in the Medical District. Ms. Tello responded that UMC has a strong footprint within the Medical District, but the other facilities do have an anchor in the district. The City is working with a consultant to review the master plan and plan to meet with stakeholders with regards to expansion, service needs, parking, etc.

Objective 2 - Improve Focused Six Service Lines financial outcomes and next steps (identify and enhance existing strategic service line initiatives and incorporate into 5-year financial plan, utilizes Proforma)

- This goal was also met and the service lines are doing well; all are green.

Objective 4 – Align UMC/UNLV Strategic Initiatives

- This goal was met. We have been working closely together on current and future Initiatives
- Monthly Senior Leadership Meeting
- Shared valuations
- Development of new structure for affiliation agreement
- Peds Quick Care at Aliante, Dec 2022
- Pulmonary Function Testing Center
- UMC and UNLV, working closely together to develop a robust Oncology service
- Team working together to expand on GME/Resident Slots

Mr. Van Howeling added that the relationship with UNLV is in a good place. There is a strong collaboration.

Objective 3 – **Expand upon the five-year financial plan for UMC Enterprise to include consolidated income statement, cash flow statement and facility wide capital plan. The plan will be detailed down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.**

Leadership feels that they are on track to accomplishing this goal. The team provided a high level overview of the 5-year plan and the budget initiative summaries.

Ms. Wakem presented the forecasting budget, volume assumptions, and cash flow statement.

Concern was expressed regarding the slide showing the receding income from operating over the next 5-years. This reinforces the need to look at this at a granular level and build a business plan that results in positive income from operations rather than negative. This is due to SWB growing faster than revenue. He stressed the need to find out how to consume less labor and supplies per unit of revenue. There was continued discussion regarding an alternative funding source.

The responsibility of leadership is to focus on retention of certain service lines. There should be a more granular analysis of the business plan. A lengthy discussion ensued regarding what is needed to accomplish this goal.

FINAL ACTION TAKEN:

No action taken

ITEM NO. 7 Discuss CEO Performance Goals for FY23; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:

Chair Hagerty suggested that the four goals for the previous fiscal year be repeated and encouraged results of the goal for number 3, which was to **Expand upon the five-year financial plan for UMC Enterprise to include consolidated**

income statement, cash flow statement and facility wide capital plan. The plan will be detailed down to the service line level and, within service lines will forecast volumes, revenue and expenses by sub service line.

Member Caspersen asked if there should be something more specific for the 5-year plan. Maybe something more granular around an analysis or completion of facility expansion.

Chair Hagerty stated that there should be improved results with respects to the goals. There was more discussion regarding future plans of goal setting.

The vote for goals was tabled for discussion. They will review and vote at the next meeting.

FINAL ACTION TAKEN:

No action taken

ITEM NO. 8 Receive an update regarding UMC/UNLV business strategy; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- None

This item was tabled for discussion at a future meeting.

SECTION 3: EMERGING ISSUES

ITEM NO. 9 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

DISCUSSION:

Discussion regarding telehealth as a new service line and possible replacement for oncology.

Dr. Medina Garcia to provide a report on telehealth.

FINAL ACTION TAKEN:

No action taken

COMMENTS BY THE GENERAL PUBLIC:

Comments from the general public were called for. No such comments were heard.

At the hour of 10:57 a.m., Chair Hagerty adjourned the meeting

APPROVED: August 4, 2022

MINUTES PREPARED BY: Stephanie Ceccarelli, Board Secretary