University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
December 1, 2022

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, December 1, 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 9:00 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
Robyn Caspersen
Renee Franklin
Christian Haase (Via WebEx)
Mary Lynn Palenik (Via WebEx – joined at 10:00am)

Absent:
None

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
Maria Sexton, Chief Information Officer
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 October 6, 2022. *(For possible action)*

FINAL ACTION: A motion was made by Member Mackay that the minutes be approved as presented. 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 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 Presentation

DISCUSSION:

Tony Marinello, COO presented the service line updates for all services lines.

In general surgery, FCOTS (First Case On Time Start) for inpatients is at 41%. Lack of anesthesiologist coverage has been an issue, but this will be resolved by the first of the year. A review of capital expenditures, strategic next steps and technology strategy was provided. A lengthy discussion ensued regarding the link between anesthesia coverage and FCOTS. UMC leadership is working with the school to develop a long term anesthesia and CRNA program.

Renderings of the OR Suite renovations were shown. Prioritization and strategy of the capital projects within the 6 service lines was discussed.

The new orthopedic outpatient service line opened November 1^{st}. There has been a total of 616 total joint replacements since 2021. The possibility of having online/virtual joint camp classes for our patients is a goal. Attendance in joint classes decreased 3% in the last quarter, but there has been a 1% increase of patient having ERAS ordered. A build is in progress for dashboard/reports for the Integrative Joint Program. More Epic tools are planned to be implemented.

Mr. Van Houweling commented that well over 100 new patients coming to the Orthopedic Clinic each day. This is an opportunity UMC has to touch more lives and help the community. There was continued discussion regarding the growth that will come with this new orthopedic service line.

Chair Hagerty mentioned, in terms of the budget for next year, if there is an improvement in volumes, we need to focus on the run rate in 4^{th} quarter as opposed to all of FY 23, in terms of year over year changes. We want to make sure we get the benefit of the improvements, which won’t be seen until Q4 of for all of FY24.

Member Franklin emphasized the importance of working with the experience team to provide our patients with a flawless experience as the surgeries increase.

The orthopedic discussion continued with expense control and revenue enhancement updates and strategic next steps with new marketing campaigns and gold standard accreditation. Cost reduction on hip and knee implants estimated at an annual savings $500K. A discussion ensued regarding budget planning and patient satisfaction.

Cath procedures remain strong, averaging approximately 190 per month. The Cath lab is running at 100% efficiency with turnover rates less than 10 minutes. The team discussed the need for another Cath lab due to record volumes. Mr. Marinello reviewed the capital investments, revenue enhancements and strategic next steps.

Operational updates in Children's Hospital highlighted the work being done, in conjunction with the UMC Foundation, to update the pediatric units. The discussion continued with other capital investments, revenue enhancements and strategic next steps.

In Women's services, OB anesthesia providers began in October; obstetricians have expressed their satisfaction with the employed OB anesthesiologists.

Ambulatory services continue to grow. Volumes were down during the quarter, but are now going back up. The orthopedic clinic opened November 1st and are seeing an average of 70 patients per day. Aliante Primary Care and Quick Care has a planned opening in February 2023; we are currently recruiting and working with UNLV for staffing. No-show rates at 18% overall, which is well above the national average of 7%. Approximately 98% of patients are offered MyChart, with a 70% adoption rate.

UMC continues to review opportunities to purchase versus leasing clinics. All clinics are being updated with equipment. Revenue enhancements and other operational updates were reviewed. Increasing the ability for patients to self-schedule via MyChart is in process. There was discussion regarding the process for patients upload of medical documents and records into Epic and reminder notifications for patient appointments to improve no-show rates. Images of the Aliante Quick Care were also shown. Anticipated occupancy will begin mid-January.

The Committee next reviewed the market share and financial impacts of all service lines, focusing on those that have seen adverse changes year over year, such as cardiac services, orthopedics and primary care. There was lengthy discussion regarding strategy to improve in these service lines and root cause of decreased margins. A discussion continued regarding the payor mix comparisons in the market share in transplant services.

Mr. Van Houweling commented that the first pancreas transplant is anticipated in the coming month.

Oncology is doing less business, but shows more revenue. Children's and Women's Services are doing well.

<u>FINAL ACTION TAKEN:</u>

None taken.

ITEM NO. 5 Receive an update regarding UMC/UNLV business strategy; and direct staff accordingly. ***(For possible action)***

DOCUMENT SUBMITTED:
- None

DISCUSSION:

Chair Hagerty began the discussion highlighting the four topics that are important components of service in the community: Anesthesia Service, CRNAs, Oncology and Stroke Care. The Committee discussed the steps moving forward in working together with UNLV on these programs.

Mr. Van Houweling commented that there have been discussions with UNLV and Intermountain regarding an opportunity to build a strategic plan with inpatient coverage; this collaboration may happen in the future. He thinks we should hold on the service line in oncology, but we are working with other facilities to provide care for oncology patients.

In stroke care, UMC is an Accredited Stroke Care center and we offer Primary Stroke Care and would need 24/7 Neuro coverage to be a Comprehensive Stroke Care center. We will continue to work with the school to provide coverage to build this program.

FINAL ACTION TAKEN:

None

SECTION 3. EMERGING ISSUES

ITEM NO. 6 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. ***(For possible action)***

DISCUSSION:

1. Kauffman Hall software platform
2. Façade Update – Shana Tello provided a brief update on the status of the project. The contract is anticipated to go to the January board meeting.
3. Hospital of the Future book review
4. Las Vegas Medical District Update

FINAL ACTION TAKEN:
None

COMMENTS BY THE GENERAL PUBLIC:

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

At the hour of 10:39 a.m., Chair Hagerty adjourned the meeting

APPROVED: February 2, 2023

MINUTES PREPARED BY: Stephanie Ceccarelli, Board Secretary