University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
December 2, 2021

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, December 2, 2021
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
Robyn Caspersen
Dr. Mackay
Mary Lynn Palenik (Via WebEx)
Christian Haase (Via WebEx)
Renee Franklin (arrived at 9:25 a.m.)

Absent:
None

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Deb Fox, Chief Nursing Officer
Dr. Frederick Lippmann, Chief Medical Officer
Dr. Thomas Zyniewicz, Physician Advisor
Chris Jones, Executive Director of Support Services
Dr. Marc Kahn, Dean of the Kirk Kerkorian School of Medicine (Via WebEx)
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 7, 2021. *(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

DISCUSSION:

Tony Marinello, Chief Operating Officer, provided an update of the service lines performance by department, revenue and contribution margins.

Jennifer Wakem, Chief Financial Officer, reviewed the FY21 service lines by net revenue. The slide presented showed a breakdown of the department groups by gross revenue, net revenue and the percentage net to gross.

Chair Hagerty inquired as to what accounts for the significant difference between the various departments. Ms. Wakem explained that within the service lines, the make-up of the DRGs can be different. She added that there are no supplemental payments included. Ms. Wakem reminded the Committee that gross revenue is booked at the department level, but insurance payments booked by service line.

Contribution margin by service line data was shown. Member Caspersen asked if the Sacred Six items could be highlighted on the slide in future.

Dr. Zyniewicz explained how the cardiology contribution margin can be higher if the overhead costs of buying and storing nuclear medicine for echo stress tests are reduced. Mr. Marinello introduced Dr. Zyniewicz as UMC's Physician Advisor.

Chair Hagerty asked which departments are profitable vs. non-profitable and what could be done to improve the profitable service lines even more and increase the non-profitable service lines. Where does the sacred six rank and what can be done to improve them and should there be more focus on the other service lines. The conversation continued regarding how administration could budget and track improvement in the target areas moving forward.

Charges by department level was briefly discussed.

Next, Chris Jones, Executive Director of Support Services, reviewed the Service Line Updates for general surgery, orthopedics, cardiology, oncology and ambulatory.

In General Surgery, a Peri-Operative Executive Committee will begin meeting in January of 2022 to discuss physician needs related to the surgery department. A conversation ensued regarding capacity issues in the operating rooms and improving efficiencies.

Member Caspersen requested that moving forward, it would be helpful to see what the key/top 2 or 3 KPIs are for each of the sacred six service lines.

In Orthopedics, Mr. Jones highlighted the Integrative Joint Program and development of a new shoulder booklet for patients, as well as cost savings contracts and cap programs.

In Cardiology, Cath labs are functioning and the final state approved inspection was received on November 24th. EP equipment is installed and 2 cases have been completed. GPO compliance remains at 100%.

Next, in oncology, the Thoracic Tumor Board conference has resumed. He highlighted 17 cases have been completed since receipt of the ION robot and GPO compliance went from 92% to 100%. A location has been identified for the outpatient PFT lab collaboration between UNLV and UMC. A conversation ensued regarding including oncology in the sacred six.

Dean Kahn added that oncology is something that the community needs and that needs to grow. Discussions are ongoing between UMC and UNLV in this area for potential growth. This is a service that has been absolutely necessary for decades. The discussion continued regarding the development and growth of the oncology service.

Exciting changes in ambulatory. Shana Tello has been promoted as the new Academic and External Affairs Officer. Tiffanie Fleming has been promoted as the new Executive Director of PAS & Ambulatory Care. Other highlights include the UMC Express Care at LAS will have the grand opening on December 2nd. Quick Care Telemedicine Go-Live is on December 6th and the monoclonal antibody infusion clinic opened on December 1st. The discussion continued with other updates, telemedicine and primary care relationships between UMC and UNLV.

Member Franklin noted that an untapped potential is second language abilities in primary care settings.

Lastly, Mr. Jones shared images of the NICU refresh and the new technology being used in Women's and Children's services.

FINAL ACTION TAKEN:

None taken.

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

DOCUMENT SUBMITTED:
-PowerPoint Presentation

DISCUSSION:

Mr. Marinello provided a brief overview of the timeline of telehealth implementation.

The branding will be UMC Online Care using the Amwell Platform. The service will be staffed 24/7 with UMC providers. Go-Live is scheduled for December 6th. He added that this is an extension of the UMC QC services. An overall detailed preview will be provided at a later date.

This is a web based platform. Images of the mobile app and capabilities were presented to the committee.

FINAL ACTION TAKEN: No action taken

ITEM NO. 6 Receive an update regarding UMC/UNLV business strategy; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- None

DISCUSSION:

Chair Hagerty stated that there was discussion earlier during the meeting regarding UMC/UNLV strategy with ambulatory and oncology. There was no further discussion at this time.

FINAL ACTION TAKEN:

No action taken

ITEM NO. 7 Receive an update on UMC's facility refresh capital plan; and direct staff accordingly. (*For possible action)*

DOCUMENT SUBMITTED:
- PowerPoint Presentation

Mr. Marinello provided a brief update of the timeline relating to UMC's facility refresh, project plan overview and capital plan.

Projects discussed included the following infrastructure and capital investments: the seven story tower, the round building, south tower and exterior underground systems. The estimated total capital cost for the campus infrastructure is approximately $34 million to repair aged mechanical, electrical and plumbing systems. Mr. Marinello added it will take approximately 8-12 months to complete each project with an overall completion timeline of approximately 3-years.

The Committee understands the need for repairs, but questioned if it would be more efficient and cost effective to construct a new building and how much could be saved operationally. Chair Hagerty would like management to start thinking about what a new set of facilities look like. Administration will revisit the masterplan and provide an update at a future meeting.

FINAL ACTION TAKEN: No action taken

SECTION 3: EMERGING ISSUES

ITEM NO. 8 Identify emerging issues to be addressed by staff or by the Board at future meetings; and direct staff accordingly. *(For possible action)*

DISCUSSION:

1. Each service line committee can provide high level objectives for FY23 (equipment, services, etc.) and how they will affect the budget for FY23.

FINAL ACTION TAKEN:
No action taken

COMMENTS BY THE GENERAL PUBLIC:

Comments from the general public were called for prior to going into closed session. No such comments were heard.

There being no further business to come before the committee this time, at the hour of 10:07 a.m., Member Mackay made a motion to go into closed session. The motion carried by unanimous vote. At this time the Committee recessed to go into closed session.

SECTION 4. CLOSED SESSION

Go into closed session pursuant to NRS 450.140(3) to discuss new or material expansion of UMC's health care services and hospital facilities.

There being no further business to come before the committee this time, at the hour of 11:06 a.m. Chair Hagerty adjourned the meeting.

APPROVED: February 3, 2022

MINUTES PREPARED BY: Stephanie Ceccarelli, Board Secretary