University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
December 17, 2015

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Rose Street
Las Vegas, Clark County, Nevada
Thursday, December 17, 2015
3:00 p.m.

The University Medical Center Governing Board Strategic Planning Committee met in the ProVidence Suite, UMC Trauma Building, 5th Floor, Las Vegas, Clark County, Nevada, on Thursday, December 17, 2015, at the hour of 3:00 p.m. The meeting was called to order at the hour of 3:02 p.m. Chair John White and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
John White, Chair
Donald Mackay, MD
Eileen Raney
Jeff Ellis

Absent:
Michael Saltman (Excused)

Also Present:
Kurt Houser, Chief Operating Officer
Andrew Chung, Associate Administrator
Matt Cova, Director of Business Development
Danita Cohen, Executive Director, Strategic Development and Marketing
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair White asked if there were any persons present in the audience wishing to be heard on any item on this agenda.

Speaker(s): None

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Strategic Planning Committee meeting on September 24, 2015. *(For possible action)*

FINAL ACTION: A motion was made by member Mackay that the minutes be approved as recommended. Motion carried by the following vote:

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

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive a report on the current market share data. *(For possible action)*

DOCUMENT SUBMITTED: Market Share Data

DISCUSSION: Matt Cova, Director of Business Development and Strategy presented the committee with some market share opportunities and statistics.

Dr. Mackay asked about the nursing shortage and Kurt Houser, Chief Operating Officer said the shortage is throughout the valley, not just specific to UMC. Staff is looking into an OR Nurse training program to help get trained nurses on staff. The loan repayment program for nurses was also discussed.

Member Raney asked Mr. Cova for some benchmarks so they could compare nursing shortages and other benchmarks with other, similar hospitals.

A discussion ensued about inpatient rehab and behavioral health.

FINAL ACTION: No action taken.

ITEM NO. 5 Receive a report on the Bundled Payment Initiative Update with CMS. *(For possible action)*

DOCUMENT SUBMITTED: None submitted.

DISCUSSION: Mr. Cova explained that CMS has come out with an initiative for Total Joint Anthroplasty, DRG 469 and 470. It does not affect the Las Vegas market. Medicare has said they will now pay for total joint for 90 days from the start of surgery, "X" amount of dollars.

Member Raney mentioned a piece of software called Zocdoc; an interactive patient tool that follows orthopedic cases.

FINAL ACTION: No action taken.

ITEM NO. 6 Receive a report on Crimson's clinical variation data. *(For possible action)*

DOCUMENT(S) SUBMITTED: None submitted.

DISCUSSION: Mr. Cova reported that Crimson has a software program that tracks physician performance. It allows staff to drill down on expenditures and physicians and to track other statistics.

FINAL ACTION: No action taken

ITEM NO. 7 Receive a report on hospice care. *(For possible action)*

DOCUMENT(S) SUBMITTED: None submitted.

DISCUSSION: Mr. Houser explained the difficult task of finding a bed for critical patients in need of hospice and the task of transporting them safely. The best scenario would be for a few different hospice companies to lease a few beds from UMC; therefore making the patient theirs to manage and care for.

Member Mackay said in his experience, this has worked very seamlessly; the patient was in a Medicare bed one day and a hospice bed the next day.

FINAL ACTION: No action taken

ITEM NO. 8 Receive an update on the new ICARE4U framework for the "UMC Experience". *(For possible action)*

DISCUSSION: Danita Cohen, Executive Director, Strategic Development and Marketing thanked the committee for all of their support with this initiative and issued a brief update.

A system has been developed where people can receive platinum cards by embracing the ICARE4U initiative, issued by the leaders of the program. Once the employee receives 10 cards they can bring them up to Administration and an Administrator will be called over to personally thank the employee for their interactions. Employees will also be getting Starbucks chips to use for a free drink and collector ICARE4U pins after their 10th platinum card.

By May first, all employees will have gone through the one hour initial training.

Mr. Houser explained that UMC has just changed the employee evaluation system. The system now evaluates employees based on use of the ICARE4U model. Also, all visitors who come to the UMC job posting page will be directed to the ICARE4U performance expectations prior to applying for a position.

The physician groups are very supportive of this initiative as well.

Chair White suggested that hospital leaders should go visit another hospital or facility, perhaps a one hour flight away, to see how other similar places implement and follow a program like this.

Regarding the physician training, one of the Administrators will attend the orientations to explain the expectations so everyone is aware.

Chair White stated that scheduling review sessions and assessments of ICARE4U throughout the year is crucial so staff does not forget about this as other issues arise at UMC.

FINAL ACTION: No action taken

ITEM NO. 9 Receive an update on UMC's capital plans. (For possible action)

DOCUMENT SUBMITTED: None submitted.

DISCUSSION: CEO Mason VanHouweling gave a brief update on UMC's capital plans.

Mr. VanHouweling attended a meeting yesterday with Dean Atkinson and the County regarding the 10 acres. They are currently working on 3 contracts; the Deed, which will go to the Regents in March, an MOU and the Master Affiliation Agreement with UMC and UNLV.

The architects feel like the earliest they can get into a building will be 2018.

FINAL ACTION: No action taken

ITEM NO. 10 Receive a report from the CEO on the current "State of UMC". (For possible action)

DOCUMENT SUBMITTED: FY 16 Capital Budgeting Update

DISCUSSION: Andrew Chung, Assistant Hospital Administrator, explained some of the facility upgrades that are needed and the costs associated with each. Some of the buildings needing work and or upgrades are the 2040 building, Rancho Quick Care and Delta Point.

FINAL ACTION: No action taken

ITEM NO. 11 Identify emerging issues to be addressed by staff or by the Strategic Planning Committee at future meetings, and direct staff accordingly. *(For possible action)*

No emerging issues.

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair White 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 4:54 p.m. Chairman White adjourned the meeting.

APPROVED: January 22, 2016

MINUTES TAKEN BY: Terra Lovelin