University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
September 21, 2017

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, September 21, 2017
9:00 a.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, at the time and place listed above. The meeting was called to order at the hour of 9:03 a.m. Chair Eileen Raney and the following members were present, which constituted a quorum of the members thereof:

CALL TO ORDER

Board Members:

Present:
Eileen Raney - Chair
Donald Mackay, MD
Robyn Caspersen
Renee Franklin
Mary Lynn Palenik (via phone)

Absent:
Michael Saltman (excused)

Also Present:
Mason VanHouweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Susan Pitz, General Counsel
Terra Lovelin, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Acting Chair Raney 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 August 10, 2017.** ***(For possible action)***

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 recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 **Discuss CEO annual incentive compensation performance standards as it relates to the subject matter relevant to the Strategic Planning Committee and make a recommendation to the Human Resources and Executive Compensation Committee. *(For possible action)***

DOCUMENT SUBMITTED:
- FY 2017 Schedule (Goals/objectives)

DISCUSSION: Mason VanHouweling, CEO, addressed the 5 performance objectives that are part of his employment agreement.

1. Develop Annual Strategic Plan for UMC addressing short and long terms goals including, but not limited to, budget, staffing, operations and capital needs.

- Initiated market share analysis
- Executed affiliation agreements with physician networks

2. Explore external strategic relationships and partnerships that support the overall Hospital objectives.

- Worked closely with City of Las Vegas and the Medical District; UMC is represented on multiple committees
- Worked closely with Metro and the detention center to develop effective processes
- Continue to solidify our relationship with the gaming industry and hotels, i.e. Caesars partnership
- Streamlined processes with the Culinary Health Fund for patient referrals and continuity of care
- Developed a closer relationship with Clark County School District to promote utilization of our Quick Cares
- Strong focus on community outreach with roundtables, Rotary's, Chambers and healthcare related organizations

3. Development and implementation of a specific plan to increase inpatient and outpatient referrals of physician business activity to and from UMC.

- Streamlined transfer to direct admit process
- Centralized scheduling and referral process
- Added two more Physician Experience liaisons to conduct outreach in the community
- Extended hours in the pediatric sedation unit
- Focus on senior celebrations to focus on the Medicare population
- Campaign on elective surgeries
- Improved communication with parents via Patient Pal, comprehensive exams, etc.

Chair Raney asked for data to quantify the results of these actions. She asked that the committee have a follow up discussion regarding her request.

4. Work with UNSOM, UNLV, the Board of Regents, and others to expedite and enhance the overall working relationships including the UNLV Medical School afilliation and start up as part of a UMC centered Academic Health Science Center.

- The medical school is up and running as of July 1
- Preliminary affiliation agreement and 6 working sub committees in place working towards a master affiliation agreement with UNLV
- Two new pediatric surgeons hired

5. Active participation in the community that directly supports UMC and targeted with community relations goals and objectives.

- Partnerships with many community partners such as Kohl's, Babies R'Us, various health fairs, the airport, etc.
- Speaking engagements at Rotary meetings, Kiwanis, participation in panel interviews

6. Improve Overall Hospital Market Share within the PSA by 2%.

- UMC ended up with 10.2% of the overall market share
- Internal flow has improved

<u>FINAL ACTION</u>: Chair Raney suggested discussing this further at the October 6 Strategy meeting, or an earlier meeting if necessary.

ITEM NO. 5 Receive a Zoom presentation Deb Fox. *(For possible action)*

DOCUMENT SUBMITTED:
- Executive Summary
- PowerPoint

DISCUSSION: Margaret Covelli, Assistant Chief Nursing Officer, Medical Surgical Services, provided a presentation on Zoom technology.

Zoom is a bi-directional, high definition, video-based encounter between patient and caregiver for patient observation. We can see what is going on in real time and we can communicate with the patient. This will be used with high risk patients instead of bedside sitters.

This technology will be used to support labor and reduce costs. Currently UMC utilizes sitters that sit next to the patient's bed, which may be uncomfortable for those who wish for some privacy.

The approximate sitter cost is $477,543 per year and the zoom device would cost $15 a day, per device. This technology would produce a large cost saving to UMC.

These devices are easily installed and the dignity and privacy of the patient would be increased.

Staff is piloting this currently on 1500, Oncology. After they have completed the pilot they will debrief and measure the fall rate, before and after. If this is successful they would like to disseminate this technology throughout the hospital.

FINAL ACTION: None taken.

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

Member Caspersen would like to hear an update with regards to the Smith Group.

Tony Marinello, Chief Operating Officer added that we are ahead of schedule with the opening of the Blue Diamond Clinic. November 9th is the scheduled open house and November 15th is the clinic opening for patients.

With regards to the Southern Highlands clinic, they are seeing up to 15 visits a day and the text appointment reminder is in place.

Marcia Turner, Chief Administrative Officer briefed the committee on the (Lindsey) Graham, (Bill) Cassidy, (Dean) Heller, and (Ron) Johnson proposed legislation in the Senate.

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Raney 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 10:23 a.m. Chair Raney adjourned the meeting.

APPROVED: December 7, 2017
MINUTES PREPARED BY: Terra Lovelin