University Medical Center of Southern Nevada
Governing Board Strategic Planning Committee
October 5, 2023

UMC Providence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Thursday, October 5, 2023
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
Renee Franklin
Christian Haase (Via WebEx)
Mary Lynn Palenik (Via WebEx)

Absent:
Robyn Caspersen (Excused)

Also Present:
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Chris Jones, Executive Director of Support Services
Shana Tello, Academic and External Affairs Administrator
Geoffey Empey, Specialty Services Manager
Maria Sexton, Chief Information Officer (WebEx)
Emelia Allen, Assistant 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 August 10, 2023. *(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 Mackay that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive an update regarding Technology Strategy; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- None

DISCUSSION:

Mr. Marinello began the discussion by introducing Geoffrey Empey, UMC Specialty Services Manager.

Maria Sexton, CIO, provided an update regarding UMC's technology with some of the items that have been completed in recent months. Approximately 40% of work stations have been improved or changed. There have also been upgrades in online care, data network, compute and storage and cyber security. New and additional computers have been incorporated. The discussion continued with a review of the expansive list of items that have been completed facility wide.

Mobile services are in the process of moving from T-Mobile service to the AT&T First Net priority platform, which is a priority calling system for those with first responder classifications. There was continued discussion regarding telephony strategy and the benefit of using mobile devices rather than land line desk phones. Ms. Sexton explained the benefit and flexibility of cloud-based telephony.

Chair Hagerty asked if there was a county-wide initiative that UMC could benefit from and utilize with the use of the mobile service. Ms. Sexton will look into this.

In the next 12-18 months, UMC will begin moving to the new platforms of Microsoft Office 365 and Teams, refresh of WOWs, expand specialty consults in Online Care and move telephony communications to a cloud hosted service. Ms. Sexton detailed the implementation of the Nuance DAX ambient documentation system technology, which will benefit the provider experience. There was continued discussion regarding the benefit of AI technology in clinical and non-clinical environments.

The last slide highlighted some of the Epic modules that have been completed, including new service line builds, the new Hyperdrive Epic platform transition and MyChart open scheduling. In the next 12-18 months there will be new Epic implementations in the Radiology service line, continued Hyperdrive upgrades, Surgery and OR optimization, MyChart, and other module installs.

Lastly, Ms. Sexton informed the Committee of the future cost increase in hosting fees that will be coming from Epic. Updates will be provided in the future regarding this topic and UMC's plans to offset costs.

A discussion ensued regarding automating tasks through technology to create more productive opportunities and efficiencies for staff. UMG updates were shared.

FINAL ACTION TAKEN:

No action taken

ITEM NO. 5 Receive a report regarding UMC Service Line Performance Overview; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
- Service Line Update

DISCUSSION:

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

Chair Hagerty encouraged the team to review market share statistics on a fair share calculation based on room count calculations.

In overall market share, UMC sits at #4, up slightly over previous year. As a corporate structure, UMC has had the highest market share gain overall, with .4%.

In general surgery, UMC slid to number 3 in market share, following Mountain View and Sunrise. Although UMC lost .9% in the market during Q3, there have been increases recently due to the addition of anesthesia.

In Orthopedics, UMC sits at number 2. HCA has picked up 5.1% of volume.

In Cardiac services, UMC remained in the number 8 position in market share, but did gain .5% overall.

Women's Services was at number 8 in the market, but is up .6% in the market share over prior year.

The Children's Hospital market share dropped 3% quarter over quarter behind Sunrise and Summerlin. There was continued discussion regarding what is driving losses with other healthcare systems. Mr. Marinello responded that payor issues, other employment opportunities for providers, population growth and patient wait times.

Member Franklin asked what drives the business of other systems and what can we learn from in order to get better.

Next was a review of the service line updates:

In general surgery, there was a decrease of the first case start times of 10%.

The Committee voiced frustration with this topic, adding this is a culture issue and there needs to be accountability. This is an operational issue which has become a strategic issue. There was a lengthy discussion on this subject matter.

Mr. Marinello continued the discussion by sharing strategic next steps and technology strategies with general surgery. A slide showcasing the renovation project was shown.

Orthopedic services continues to grow. Bi-weekly Ortho Service Line meetings are in place to improve process and flow. There is continued focus on implant cost reductions. Construction has begun on a permanent x-ray suite in the Ortho Clinic, with completion by the end of October.

Cardiac services show increased volumes and TAVRs have transitioned to Cath lab. Intake process has been streamlined for outside facilities, including UMC Quick Cares and Primary Cares. Strategic next steps were reviewed, highlighting new Cath lab construction which is anticipated to be completed in March. Marketing the new minimally invasive CT surgery and bloodless medicine.

Chair Hagerty would like to know the size of the market for bloodless surgery and identify the size of the Jehovah's Witness population in the area. This should not be limited to Clark County. Mr. Marinello responded that the team will gather more information.

Volumes are up in Women's and Children's month over month, there have been updates with the Centrak security system. Dr. Annette Mayes, along with 2 other providers have started October 2nd. Cross training has begun with staff to assist with the pediatric ED. Deliveries have been the highest since 2019.

Lastly, Mr. Marinello provided reviewed ambulatory and telemedicine updates.

FINAL ACTION TAKEN:

None taken

ITEM NO. 7 Receive an update calendar rotation; and direct staff accordingly. *(For possible action)*

DOCUMENT SUBMITTED:
None

DISCUSSION:

The Committee agreed to keep the schedule the same. The objective is to have the financials available quarterly and share service line updates related to performance vs. budget in the quarter.

Chair Hagerty stated that he would like to receive updates on service line in volume, revenue, cost and contribution margin, based on what was projected to occur.

Mr. Marinello clarified that it would be updates in year over year and budget statistics.

FINAL ACTION TAKEN:

No action taken

<u>SECTION 3: EMERGING ISSUES</u>

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)***

<u>DISCUSSION</u>:
None

<u>FINAL ACTION TAKEN</u>:

No action taken

<u>COMMENTS BY THE GENERAL PUBLIC</u>:

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

A motion was made by Member Mackay that the go into closed session pursuant to NRS450.140(3). Motion carried by unanimous vote.

At the hour of 10:38 a.m., the Committee went into closed session.

<u>SECTION 4. CLOSED SESSION</u>

ITEM NO. 9 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 11:03 a.m.

APPROVED: December 7, 2023

MINUTES PREPARED BY: Stephanie Ceccarelli, Board Secretary