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# Minutes of 09/06/2013 HSC Board of Directors Mtg

Patrice Martin

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**Minutes of the Meeting of the  
UNM Health Sciences Center Board of Directors  
September 6, 2013  
Domenici Center for Health Sciences Education Bldg., Room 3010**

Board of Directors present: Suzanne Quillen, Chair, Lt.Gen.Brad Hosmer, Conrad James, Michael Olguin, Ann Rhoades, and Mel Eaves (via phone)

UNM Leaders present: President Bob Frank

HSC Leaders present: Chancellor Paul Roth and other members of the HSC senior leadership

Others present: members of the HSC faculty and staff

Regent Suzanne Quillen, Chair, called the meeting of the Health Sciences Center Board of Directors (the "Board") to order at 2:05 p.m. The Chair established that a quorum of the members of the Board was present and that Director Eaves was attending by phone.

Approval of Agenda

A motion was made to adopt the published agenda. The motion was seconded. There was no discussion. The Motion passed with a vote of 6-0-0.

Approval of Minutes of Prior Meeting

A motion was made to approve the Minutes of the August 2, 2013 meeting of the HSC Board of Directors. The motion was seconded. There was no discussion. The Motion passed with a vote of 6-0-0.

Comments from Directors

Discussion was held regarding the Board's agenda setting. Regent/Chair Quillen shared that discussions have taken place among the Board, the President and the Chancellor regarding establishing a calendar of agenda items that the Board would like placed upon the Board's agenda and discussed on a routine basis. Currently those items are being identified and prioritized. A draft will be brought to the Board.

Chancellor's Report

Chancellor Roth's report included an update on the ongoing discussions with Rehoboth McKinley Hospital in Gallup. Due diligence has not yet begun due to the complexity of the Letter of Intent. The Letter of Intent is now being signed which will launch the due diligence phase. A 90-day period is established in which all parties will engage in a due diligence exercise. Regular reports will be brought to the President and the Board.

Dr. Roth announced that an NIH grant (TOP Project) has been awarded, intended to develop “best practices” when caring for 28-week neonates. Dr. Richard Larson provided a brief overview of the study and status. Dr. Roth added that the objection on part of an advocacy group related to the degree of informed consent that was available for participants and their legal guardians, noting that the consent form used in this study has been approved not only by the HSC IRB but by 19 other IRBs around the United States and that the forms are written at the proper level of understanding. The Board will be kept updated. Dr. Larson added that NIH requested all HSC related to the trial, NIH examined the files, and did not have any comment on their examination. Dr. Roth announced that the University Health System Consortium (UHC) – the largest national organization that includes academic health centers and their respective teaching hospitals – ranked the HSC as #2 out of the 119 institutions in the United States for our children’s programs regarding quality and safety; case volume ranked #27. He announced that the Sandoval Regional Medical Center will be awarded the “Guardian of Excellence Award” by Press Ganey. Dr. Roth thanked Director Rhoades for agreeing to be the keynote speaker at the 2013 UNM Administrative Support Professional Conference. The conference was initiated by the UNM Administrative Support Alliance, an organization launched from the HSC campus and now adopted throughout the University.

#### HSC Student Council Update

Mr. Kyle Leggott, President, reported briefly on the business and plans of the Council -- promoting the organization to new students, generating new ideas, volunteer work, and upcoming events.

#### Public Comment

There was no public comment.

#### Action Items

#### HSC Legislative Funding Requests

Dr. Roth reviewed the nine HSC Legislative Funding Requests (handouts distributed to the Board; adding an explanation of RPSPs), noting that these had been reviewed by President Frank and will continue with the approval process through the Board and up to the Regents:

- 1) Medical School I & G (\$3,994,700) – Dr. Roth gave a history of how the School of Medicine (SoM) has had a separate line item (HB 2) and even though the SoM has grown the manner in which it is funded has not changed. This year SoM is requesting an increase of approximately \$4 million to allow provision an increase in compensation for faculty (many faculty currently hardly reach the 25<sup>th</sup> percentile nationally for compensation). He noted that I&G accounts for less than 20 percent of total faculty compensation. The SoM is developing a long-term strategy along with Provost Abdallah in how we want to project our targets for faculty so UNM has common objectives/targets. Discussion on 33<sup>rd</sup> percentile, total compensation and formula to have the lowest paid faculty closer

to the 33<sup>rd</sup> percentile; it would cost \$20 million to get all faculty to the 33<sup>rd</sup> percentile; discussion of how much I&G the HSC receives (about \$80 million); explanation of process to distribute funds to faculty and performance metrics; annual reports to Legislature; this formula based upon acquiring \$16 million recurring funds elsewhere; economic climate of health care; data on attrition rates and School of Medicine national market standings included on annual information presented to the Legislature.

Dr. Roth noted that the nine items presented at today's meeting are listed in order of priority. He added that legislative requests numbers 1, 2, 3, 4, 5, 6, and 7 are the same request submitted last year; discussion on what was partially funded last year.

- 2) Nurse Practitioner Education (\$1,504,800) – An attempt to double the Nurse Practitioner and Certified Nurse Midwifery Programs. To do so, there is a need to hire additional faculty; a significant part of the required funding would need to be repeated every year to sustain the additional faculty.
- 3) BA/DDS Degree Planning Funds (\$400,000) – Reflects the alternative to constructing a free standing dental school at the HSC; builds upon the existing BA/MD Program. Request is for marginal costs for the entire program building on the platform of the BA/MD Program, allowing admittance of students interested in dentistry. The HSC is in discussion with existing dental schools outside of New Mexico which would serve as regional dental schools for New Mexico and students would be automatically admitted into these dental schools and return to the HSC residency programs in New Mexico. Dr. Roth iterated that he has emphasized to the Legislature, as he did with the BA/MD Program and for which they positively responded, not to give funding this year unless additional funds for eight consecutive years can be provided because a class of students must be allowed to advance in the program.
- 4) Project ECHO (\$1,100,000) – This project lost approximately \$1.6million in a contract with the U.S. Department of Health because of budget cuts and this compromised the many services Project ECHO provides to the residents of New Mexico. One time funds allowed the project to temporarily continue. Last year the Legislature gave \$500,000; this year the HSC returns to the Legislature to seek the balance of funds that have been lost. Dr. Roth recognized Dr. Sanjeev Arora's extraordinary success internationally with Project ECHO.
- 5) Center for Health Workforce Analysis (\$322,600) – Good news/bad news – good news in that, by Statute, the HSC was requested to assume the responsibility of the Department of Health in their workforce analysis; bad news – the responsibility was transferred to the HSC but no funds were associated with that transfer. The requested funding is for staff and a portion of one faculty member in order to run the Center. Dr. Roth recognized Dr. Arthur Kaufman for his efforts in securing extramural funding that has allowed the HSC to begin the work of the Center; permanent, recurring funding is needed.

- 6) Health Extension Rural Offices (HEROs) (\$496,600) – This is a program built on New Mexico State University’s (NMSU) Agriculture Extension Agencies’ offices, a highly successful program in most Land Grant Universities throughout the United States. NMSU has agricultural agents who are faculty who live in local communities (there is one agent in every New Mexico county) working with farmers, ranchers, etc. to advance and provide higher productivity to crops, husbandry, etc. This model was copied when the HEROs program was established and agents live in the communities, work with the hospitals, local physicians and providers, etc. Over 600 activities in 176 communities throughout New Mexico. The primary job of HEROs is to coordinate activities to maximize the effectiveness of students, faculty, and staff and to work with the communities to discover new ways in which the HEROs program can be helpful to address their specific health care needs. Discussion on qualifications of HEROs. Dr. Roth recognized Mrs. Rising in Hobbs, NM, a past dean of Education, and current president of the African-American Women’s Club in New Mexico, who has been very effective in coordinating the HEROs efforts in Hobbs and Lea County.
- 7) Office of the Medical Investigator (\$302,000) – Last year’s funding request was to allow OMI to accomplish two goals: return bodies to their point of origin and utility costs. Dr. Roth provided a brief explanation of how the State of New Mexico established OMI as a centralized office. The New Mexico Office of the Medical Investigator is considered to be the “gold standard” for performance in the United States (*i.e.*, teaching, Fellows, state-of-the-art technology and facility) for forensic pathology. Did not receive full funding and the HSC is returning to the Legislature this year. The total requested reflects the additional costs associated with utilities coverage.
- 8) UNM Pain Center (\$1,000,000) – This is a new request to cover costs of sustaining the UNM Pain Center that provides treatment for patients who suffer from abuse of narcotics. Over the past couple of years, legislation has been passed to establish more intense control over how clinicians are to provide narcotics, including a formalized training program for any physician who would be in a position of prescribing narcotics. New Mexico does not have a true state-of-the-art, multidisciplinary pain center that includes psychiatrists, physical therapists, neurologists, primary care physicians, etc. who work in a team to manage patients with chronic pain. Dr. Roth recognized Dr. Joanna Katzman, Director of the UNM Pain Center. The current Pain Center is unable to meet even the needs of patients in Albuquerque. This request is in order to expand services to not only better meet Central New Mexico’s needs but to provide services, through a variety of mechanisms, for the rural communities in New Mexico, and expand training needs.
- 9) Center for Childhood Maltreatment (\$440,000) – Dr. Roth discussed how the concept of childhood maltreatment is relatively new versus traditional thinking of childhood abuse and mistreatment as separate issues. The HSC has a fairly successful and renowned program, led by Dr. Renee Ornelas, around sexual abuse, neglect, abuse in children. In Pediatrics, as a discipline, the broader term of “maltreatment” incorporates sexual abuse, neglect, physical abuse and psychological abuse, etc. A formal Fellow, a specialist in the field of Childhood Maltreatment, and we are consolidating all existing programs that relate to abuse and neglect, and working with the Children, Youth and Family as well as the Department of Health, in determining ways in which we can be working with state

agencies in partnership to address the broader notion of maltreatment of children in New Mexico. This Center would not only address the specific acute needs of children in central New Mexico but would serve as infrastructure and support for the State.

Ensuing discussion included whether or not these requests were planned to be included in HB 2, what would be considered as individual legislation that may have sponsors to carry an item through, and budget projections for next fiscal year. Discussion on OMI and delays in reporting the official cause of death and complaints from families; very often delays are the result of delays in receiving toxicology results which OMI has no control over. Discussion on budget projections; pipeline regarding Nurses and success of the New Mexico Nursing Education Consortium (NMNEC); critical need for classroom space and the fact that over the past eight years' capital requests (*i.e.*, final phase of Domenici Center that would provide additional classroom space) have been denied. Discussion of providing to the Legislature what the payoff would be for giving funding (*i.e.*, what would result be if there were a reduction in faculty turnover, payoff for funding the building of Phase 3, etc.)

A motion was made to approve the HSC Legislative Funding Requests. The motion was seconded with a vote of 6-0-0 in favor. Motion passed.

#### Request to Approve Revised Regents Policy 3.5, "UNM Health Sciences Center Board of Directors" and First Amended and Restated Bylaws of the UNM HSC Board of Directors

Dr. Roth provided background on the recommended revisions to Regents Policy 3.5 and the First Amended and Restated Bylaws of the UNM HSC Board of Directors. The requested changes to the Regents' Policy reflect the discussions held in the past around the idea that the HSC Board of Directors should have a majority of Regents as voting members to the Board. This change in the Policy leads to the need to amend the Bylaws of the UNM HSC Board of Directors to reflect the voting status of the UNMH Board of Trustees' representative from *ex officio* with vote to *ex officio* without vote. A motion was made to approve the recommended revisions to Regents Policy 3.5 and the First Amended and Restated Bylaws of the UNM HSC Board of Directors. The motion was seconded. Ensuing discussion included clarification that initiation of this recommended change was in no way the result of any past or anticipated problem with the current structure or with the UNM HSC Board of Directors; clarification of definition of "*ex officio*;" comment that community members are important to the makeup of the Board; wishes of current members of the Regents and this resulting compromise to ease Regent concerns with communication pathways; the need to continue studying governance in the future; board composition and public membership. A vote was held with 6-0-0 in favor. Motion passed.

#### Request to Approve HSC Strategic Plan

Dr. Richard Larson provided an overview of the HSC Strategic Plan for approval. The HSC Strategic Plan, requested by the Board, shows goals, strategies and measures and indicators of success but does not delve down deeper into the tactics and metrics. He reviewed the Measure of Vision 2020 Success that aligns each goal with measures. The HSC has established the status on each metric with a baseline and

establish a target for each year, understanding that the targets may evolve through progression. They reflect the Board's input throughout the process. Yellow on the document indicates measures that the Board will be updated on more frequently than annually. Discussion included congratulations to the HSC for producing very usable metrics for judging outcomes at a high level with a recommendation that these items are placed on the Board's agenda for review. A motion was made to approve the HSC Strategic Plan. The motion was seconded with a vote of 6-0-0 in favor. Motion passed.

#### Reports from HSC Board of Directors Committees

##### Finance, Audit, and Compliance Committee (FACC)

###### FACC Action Item

##### Resolution Recommending Approval of UNMH Contracts with Pacific Interpreters, Inc. and Press Ganey Associates, Inc.

Regent/FACC Chair James and Ella Watt provided brief background for the recommended UNMH Contracts with Pacific Interpreters, Inc. and Press Ganey Associates, Inc.

A Motion was made to approve the Resolution for Approval of UNMH Contracts with Pacific Interpreters, Inc. and Press Ganey Associates, Inc., a copy of which is attached and made a part of the official Minutes. The motion was seconded with a vote of 6-0-0 in favor. Motion passed.

###### FACC Information Items

##### UNM Contract with Owens and Minor Distribution, Inc.

Ms. Ella Watt provided a brief analysis of the contract with Owens and Minor Distribution, Inc.

##### HSC Financial Update

Ms. Ava Lovell presented an HSC financial year-end FY13 report. Her report included HSC metrics, UNM HSC 2013 Fiscal Year-to-Date Financial Summary through June 30, 2013 (Preliminary and Unaudited) for HSC only, UNM Hospitals only, UNMMG only, SRMC only, and Consolidated. Discussion included topics of SRMC start-up, days cash on hand and how it is derived, discretionary funds, benchmarks, uncompensated care, accounts receivable greater than 90 days, use of balances, use of cash on hand and use of balances, recap of discussions during FACC deliberations, use of reserves, trend lines, reserves, categorization, non-recurring expenditures, academics at HSC, and impact of ACA. *ACTION REQUIRED: add a trend line of operating margin.*

### SRMC Update

Dr. Mike Richards provided an update on the Sandoval Regional Medical Center, Inc. clinical activities, including admission trends, total daily census, case mix index, Emergency Department visits, total surgical cases, total Radiology procedures, areas of greatest opportunity, transfers between SRMC/UNMH and UNMH/SRMC, initiation of Physician-of-the-Day Program. Mr. Kevin Rogols added announcements on Human Resources changes that have been implemented at SRMC and improvements in collections. Ms. Jamie Silva-Steele has been appointed as Chief Operating Officer and Ms. Ella Watt as Chief Financial Officer. Discussion on CMI increase.

### 96-Bed Hospital Project Update

Dr. Michael Richards provided a brief update on the 96-Bed Hospital Project including a recent meeting with Mr. Keith Gardner from the Governor's office to visit the UNMH facilities. The significant points of conversation were: 1) verification that HSC had well-documented the need for additional inpatient bed capacity; 2) facility overall assessment and why the HSC was not pursuing a complete replacement hospital (an approximately \$800 million dollar project); 3) detailed discussion on why the HSC is evaluating Lands West versus building a 96-bed tower in proximity to current physical plant; and 4) if there would be a move to Lands West how would it tie into the long-term Master Facility Plan. Decision made not to advance the project at this time until the revised Master Facility Plan is prepared and the reassessment of the ability to place a new facility in the existing footprint.

### Physician Assistant (PA) Accreditation Update

Dr. Leslie Morrison, in connection with Dr. John Leggott, Director of the PA Program (not in attendance at the meeting), provided an update on the Physician Assistant Program's receipt of a citation (included 22 points cited, outlined as administrative, curriculum, instruction, and evaluation) that resulted in the PA Program being placed on probation approximately one year ago. The HSC has submitted a response addressing solutions to all concerns. The PA Program will apply for removal of the probationary status in February 2014 and expect a site visit in April 2014. A final decision will be made in September 2014. Discussion included clarification that the program's probationary status did not affect the students who have graduated or will graduate from what remains an accredited program and a question on whether or not any other programs at the HSC are under probation. Dr. Roth added that there are no programs in probationary status.

Regent/Chair Quillen made a change to the agenda, moving the overview of OMI up to this point in the agenda.

## General Information Item:

### An Historical Overview: Office of the Medical Investigator

Dr. Ross Zumwalt presented on the history of the Office of the Medical Investigator that included how it originated (established in 1974), statutory history, OMI Board's composition and history, responsibilities of OMI, involvement in discovery of the Hantavirus, identifying drug overdoses, education, involvement in the General Pathology residency program, Forensic Pathology Fellowship Program, research, and consultations with other agencies and providing autopsy services for other hospitals, and tribal and federal agencies. Dr. Zumwalt provided statistics on autopsies, projections for next year, efforts to improve services through updating OMI policies and procedures, importance of the performance of autopsies and discerning cause of death related to lowering number of lawsuits, etc. His presentation also included information on an accreditation, budget and needed funding, total revenues. Drs. Roth and Zumwalt introduced Dr. Keith Pinckard, OMI Deputy Chief, who has recently joined the faculty. Dr. Roth reiterated that OMI is considered the "gold standard" for excellence in the United States as it relates to Forensic Pathology and he recognized Dr. Zumwalt, Dr. Keith Pinckard, and Ms. Amy Boule.

### FACC Information Items – Continued

#### FDA Update: Inspection and Corrective Actions

Dr. Richard Larson provided an update on the FDA inspection, that occurred in May, and the status of the HSC response, noting that the HSC Research Enterprise gets an inspection or accreditation visit for some aspect of the enterprise approximately 40-50 times per year. Inspections generally last between three days and three weeks. The FDA inspection occurred at a time when the HSC was transferring to a new IT system in supporting IRB documentation and this resulted in several findings. All findings have been addressed including the development of a competency-based training program for all IRB members. Updates will be provided in the future.

### Governance & Nominating Committee (GNC)

#### Request for Approval of the Nomination of Erich P. Marchand, MD to the Carrie Tingley Hospital Advisory Board.

Regent/GNC Chair Hosmer presented a brief background on the proposed nomination of Dr. Erich P. Marchand to the Carrie Tingley Hospital Advisory Board and noted that the GNC recommends approval. Director Olguin added that the UNMH Board of Trustees has approved this nomination and that Dr. Marchand comes highly recommended. Dr. Mike Richards commented that Dr. Marchand is a faculty member in the Department of Neurosurgery, a graduate of UNM, and comes with about 27 years of affiliation with the HSC and is highly regarded. A motion was made to approve the nomination of Dr. Erich P. Marchand to the Carrie Tingley Hospital Advisory Board. The motion was seconded with a vote of 6-0-0 in favor. Motion passed.

General Information Items – Continued

Review: HSC BoD Action Required Log

The Board reviewed the current HSC BoD Action Required Log and Regent/Chair Quillen provided an update on the items listed. Discussion included setting a due date for the request to “bring recommendations on how to structure a centralized financial system for better control .... [HS organization/financial chart]” to the October Board meeting. An Action Required item was added regarding “HSC proposal on suggested decision thresholds for Board and Regent approvals.” Dr. Roth noted that Ms. Lovell had prepared a draft list earlier but that with the departure of Regent Chalmers the issue had been stymied. Dr. Roth plans to review the draft with President Frank and Mr. Harris, process it through Administration, and then return to the Board with recommendations. President Frank recommended that the Board submit this as a formal request to the Regents. Further discussion was held on ensuring compliance with the Open Meetings Act. The sense of the Board was that a proposal to revise the decision thresholds across the University, including the HSC, should come forward from the HSC Board of Directors to the UNM Board of Regents.

Regent/Chair Quillen noted that the remaining General Information Items were minutes from the most recent meetings of the UNMH Board of Trustees, UNM Medical Group, Inc. Board of Directors, UNM Sandoval Regional Medical Center, Inc. Board of Directors, the OMI Board of Directors, and the Carrie Tingley Hospital Advisory Board and are included as information materials.

No Executive Session was held.

A motion was made to adjourn the meeting. The motion was seconded. No discussion; with a vote of 5-0-0 in favor. Motion passed. Note: Director Eaves was no longer in attendance and did not vote.

Minutes were prepared by Patrice Martin and finalized on September 11, 2013.

Approval of Minutes:

\_\_\_\_\_  
Regent Suzanne Quillen, Chair

\_\_\_\_\_  
Date

Attachment:

1. Resolution Recommending Approval of UNMH Contracts with Pacific Interpreters, Inc. and Press Ganey Associates, Inc.