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# Minutes of 02/05/2016 HSC Board of Directors Mtg

Patrice Martin

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**Minutes of the Meeting of the  
UNM Health Sciences Center Board of Directors  
February 5, 2016**

UNM Health Sciences Center Board of Directors (the "Board") members present: Robert Doughty, III, Chair, Jack Fortner, Ann Rhoades, Marron Lee, Vice Chair, Deborah Johnson, and Mel Eaves.

Board members not present: Ryan Berryman

UNM Regents attending: Suzanne Quillen, Lt.Gen. (*Ret.*) Bradley Hosmer and ex-Regent Heidi Overton

UNM HSC Leadership present: Paul Roth, MD, MS, Chancellor for Health Sciences, and additional members of the Health System and Health Sciences Center leadership

UNM School of Medicine Leadership present: Martha McGrew, Executive Vice Dean, John Russell, Chair, Department of Surgery, Gary Cuttrell, Chair, Department of Dental Medicine, Douglas Clark, Chair, Department of Pathology, R. Steve Padilla, Chair, Department of Dermatology, Eve Espey, Chair, Department of OB/GYN, Mauricio Tohen, Chair, Department of Psychiatry, Karlett Parra, Chair, Department of Biochemistry/Molecular Biology, and Dan Savage, Chair, Department of Neurosciences.

Others present: members of the faculty, staff and students.

Chair Robert Doughty called the meeting of the Board to order at 9:10 a.m. The Chair announced that a quorum of the members of the Board was present.

Approval of Agenda

A motion was made to adopt the agenda. The motion was seconded. The motion passed with a vote of 5-0-0.

Approval of Minutes of Prior Meeting

A motion was made to approve the minutes of the December 4, 2015 meeting of the Board. The motion was seconded. There was no discussion. The motion passed with a vote of 5-0-0.

Comments from Directors

There were no comments from Directors.

## Chancellor's Administrative Report

Dr. Paul Roth announced that he and Chair Doughty, in an effort to increase transparency, will have today's meeting, as well as future meetings, videotaped and webcast to HSC faculty and staff. Dr. Roth reported on a recent retreat (organized by The Studer Group) for approximately 350 faculty and staff with the intent to address ways in which the entire clinical team can be more engaged and to further align the UNM Hospitals staff with the UNM School of Medicine faculty. Outcomes from the retreat were positive. Dr. Roth discussed physician burnout and related data. The Studer Group has been engaged to provide coaching in the implementation of a three year plan to help identify and address specific issues. Dr. Roth provided data on the struggle with continued hospital capacity issues and added that he was pleased that the Board will be taking action today on a proposal to help address capacity issues.

Dr. Roth introduced Dr. Gary Rosenberg, recent past chair of the Department of Neurology, and announced that Dr. Rosenberg is the Director of the new Center for Memory and Aging -- New Mexico's first center for research and clinical care of patients with Vascular Dementia and Alzheimer's disease. Dr. Rosenberg provided an overview of the Center's mission and challenges.

## UNM Health System Update

Dr. Mike Richards commented on the recent retreat engagement with The Studer Group noting that there were three key objectives: 1) introduce the concept of alignment and engagement; 2) introduce the concept of evidence-based management; and 3) the concept of coaching. Discussion included the suggestion to have The Studer Group present their model at a future Board meeting. Dr. Richards then presented the UNM Health System Activity data that included UNMH Average Patient Daily Census, Emergency Department volume, Transfers and Diversions to UNM Hospitals, data on how the Call Transfer Center is utilized, etc. Discussion was held on patient transfers and associated financial impact regarding uninsured patients.

Mr. Steve McKernan commented that Health System finances are stable, discussed levels of uncompensated care, Medicaid and qualifying for disproportionate share. His Health System update presentation included that an agreement has been reached with Genesis (large nursing home company) to reserve beds, community activity to include preparations for mill levy election, quality and safety; he provided an explanation on the accreditation processes, the recent visit by the Joint Commission and that their survey results were favorable. Discussion on

Genesis; federal moratorium on long-term acute care, inpatient rehabilitation facility, skilled nursing facility, quality of care, patient choice, inpatient providers, etc.

Director Johnson, Chair, UNM Hospitals Board of Trustees, commented that the Joint Commission gave a very glowing report and UNMH did an exemplary job especially considering the complexity of the operation and the ongoing hospital capacity challenges.

Dr. Roth acknowledged the attendance of Regent Suzanne Quillen, Regent Brad Hosmer, and ex-Regent Heidi Overton. Director Johnson acknowledged the attendance of Jerry McDowell, Vice Chair, UNM Hospitals Board of Trustees.

### Public Comment

Dr. Martha McGrew, Executive Vice Dean, UNM School of Medicine read the following letter from the UNM School of Medicine Chairs and the Director of the UNM Cancer Center to the UNM Board of Regents, the Health Sciences Center Board of Directors, President Frank and Chancellor Roth in support of the replacement hospital.

*Dear UNM Regents, Directors, President Frank and Chancellor Roth:*

*We, the undersigned, as leaders of the statewide clinical, research, educational, and community outreach missions of the UNM School of Medicine and UNM Health Sciences Center, unanimously endorse and urgently request your approval to proceed immediately with the planning, design, and construction of the critically needed UNM Replacement Hospital. As the sole provider of many unique tertiary and quaternary clinical services in New Mexico, this is one of the most pressing and urgent healthcare needs for the people of New Mexico and is the most pressing facility project for the University of New Mexico.*

*Department Chairs and Center Directors within the UNM School of Medicine are united in full support of Chancellor Paul Roth, M.D. and the needed replacement hospital. Chancellor Roth has our full and unwavering support as he leads us through the approval and planning processes for this most vital project.*

*The advanced and highly sophisticated tertiary and quaternary care that only UNM Hospital can provide to the most seriously ill New Mexicans – in emergency medicine and trauma, in cancer, in neurosurgery and stroke, in obstetrics and high-risk pregnancies, in children and neonates with life-threatening illnesses, in psychiatric and behavioral disorders, and in many other diseases and medical conditions - is available to New*

*Mexicans only at UNM. That is our unique role as an academic health center and as New Mexico's only source of tertiary, advanced care. This critical role complements the levels of care provided in New Mexico's community-based hospital systems, with whom we collaborate to assure the life, health, safety, and well-being of all New Mexicans.*

*To us, as physician and academic leaders at the front lines of health care delivery in New Mexico, who care deeply about the health and well-being of the people we serve, it is an ethical imperative that we be enabled to honor our core values and our dual mission to deliver state of the art, advanced tertiary medical care and also to serve as New Mexico's primary safety net hospital. Immediate replacement of the outmoded, inadequately sized, and deteriorating University Hospital facility, built in 1954, is essential for us to be able to honor our values and assure the success of our missions. We must be able provide all New Mexicans with state of the art health care in the high quality facilities they deserve and to provide a critical safety net for patients who urgently need our care.*

*Furthermore, we desperately need a modern facility so that the superb UNM physicians and staff that we have recruited from all over the nation and from our own state will be able to provide the advanced, highly sophisticated medical care that only they can provide. We need to provide our physicians, nurses, pharmacists, and health professionals a modern facility in which to practice in so they will remain in New Mexico, knowing that the leadership of our institution and our state believes in them and supports their mission every day. It is incredibly discouraging for them to believe otherwise.*

*A state of the art hospital facility is also essential to train the future physicians, nurses, and healthcare professionals that New Mexico so desperately needs.*

*In her December 18, 2015 letter, which we fully endorse, Dr. Cheryl Willman, Director and CEO of the UNM Comprehensive Cancer Center, urgently sought your approval for the UNM Replacement Hospital by highlighting the tragic consequences of a patient from Northern New Mexico who urgently needed our care but who could not be transferred to the UNMH Emergency Room as UNM Hospital was completely full. That night, over 50 patients, many in critical condition, were waiting in the hallways of the Emergency Room, to be admitted to an in-patient bed.*

*We too, the leaders of each of UNM Hospital's critical clinical service lines, can speak further to the tremendous need for a UNM Replacement Hospital. Last year, over 800 patients from across New Mexico who sought our care were turned away due to a lack*

*of capacity and an inadequate, outmoded facility. Many of these patients had to be transferred out of state for care, resulting in tremendous disruptions to the patients and their families and significant emotional and financial hardships.*

- *In Emergency Medicine: Every day in the UNM Hospital Emergency Department (ED) we have patients who have been admitted to the hospital but who must remain in the ED because there are not enough beds in the hospital. This burden of “boarding inpatients in the ED” inhibits our ability to perform our primary mission which is to be an open access point for patients with serious illness or injury from Albuquerque and Bernalillo County and all across New Mexico. The patients we must board in the ED occupy beds, preventing us from readily seeing new patients who walk in or are brought in by ambulance, resulting in long waits, delays in treatment, and a poor patient and family experience.*
- *Our Family Medicine and Internal Medicine Physicians are often caring for patients in the UNMH Emergency Room as they wait for a bed to open up for their admitted patient in the main Hospital. This does not allow for the high quality and appropriate care better done in a dedicated hospital room. Our UNM Physicians spend an extraordinary time going back and forth from the main hospital to the ER to care for patients “admitted” but without a hospital bed.*
- *In Surgery and Anesthesia: The current UNM Hospital has an inadequate number of operating rooms (only 16 when we need a minimum of 24-28), that are far too small in size (300 square feet versus the current standard of 700 square feet), that are not designed to modern standards and requirements (ceiling heights which are too low for modern surgical devices and equipment; an outmoded design failing to incorporate a sterile inner core and an outer non-sterile core to assure infection control and to facilitate access to sterile supplies), and that have deteriorating infrastructure (faulty electrical wiring and periodic water leaks). We have inadequate space for Anesthesiology to perform pain blocks and to insert intravascular monitoring catheters pre-operatively that would facilitate patient flow. Our post-surgery Recovery Space is less than one-third what is needed and completely lacks privacy for patients and immediate family members.*

*The current bed capacity of UNM Hospital, with 308 medical and surgical beds, is inadequate for the number of patients presenting each day to our surgical services (from the ED, from out-patient clinics, and from outside facilities) for inpatient care. As a result, even when lower-acuity patients are transferred to other hospitals in our region, we have inadequate capacity to accept patients, who need both emergency and scheduled or “elective” surgical services. Routinely, at least 40% of our Main UNMH Operating Room (OR) case volumes are “add-on” surgical cases (unscheduled cases admitted from the ED, or patients admitted to non-surgical services who are found to require to urgent surgical intervention). These patients routinely must wait until the end of the day or evening (or middle of the night) and may even be rolled over 2 or 3 days in*

succession until there is a suitable operating room available to complete the case. If a patient with major trauma presents, we must frequently "bump" other scheduled OR cases to later in the day or the next day. All too frequently, we have to cancel scheduled elective OR cases and reschedule these cases several weeks later, because of inadequate space. Our faculty have completed major surgeries, including cancer surgeries such as modified radical mastectomies, in the middle of the night simply because that was the only way to avoiding canceling and rescheduling the surgery. This inadequate surgical capacity causes tremendous hardships and emotional stress for the patients and families that we serve all across our State.

- *In Neurosurgery and Stroke: As the only comprehensive neurosurgical service for the state of New Mexico, too many critically ill New Mexicans who could be cared for at UNM Hospital must leave our state because we do not have the beds to receive them. Every day a patient with a brain tumor or a brain aneurysm is turned away, necessitating not only a long trip for the patient but also for their stressed families. The UNMH Neurosurgical/Neurology Services are also the only providers of care for the many victims of serious trauma resulting in neurologic injury in our State. In terms of stroke, the results of recent national clinical trials have established that treating large vessel stroke with intra-arterial therapy improves patient outcomes over ten fold. Our cerebrovascular/stroke team at UNM Hospital is the only service in New Mexico that currently provides this care all hours of the day and all days of the week. As such, this new emergent influx of acute stroke patients from all of the corners of our State has further stressed our already limited capacity to care for patients.*
- *In Radiology and Interventional Radiology: As one of New Mexico's premier radiology services, particularly emergency interventional radiology, we experience tremendous difficulty in transferring patients to UNM Hospital from across our State who urgently require interventional radiology procedures that only we can provide. Routinely, these patients have delays in care, waiting days or even weeks for available beds so that they can have much needed interventional radiology treatment. This includes cancer patients urgently needing treatment, TIPS procedures, and embolization for various conditions. Most recently, we had a patient who was a Military Veteran present with extensive bleeding that required embolization procedures which could not be performed at the Veteran's Administration Hospital. This patient waited 4 days until a bed could be secured at UNMH for this procedure. By that point, due to the delay in his care, his condition had worsened significantly, requiring more intensive inpatient care and a longer hospitalization. It is not clear whether he will survive. The sad circumstance for this Veteran who has served our country, is a circumstance we experience every day.*
- *In Obstetrics and Gynecology, we are New Mexico's primary provider for complex, large scale surgeries of the pelvic floor and women's cancers, which must be performed in the main ORs of UNM Hospital. Unfortunately, the outdated facilities do not allow optimal delivery of care to the women of New Mexico. As noted above for other UNMH surgical services, our surgeries for the women we serve are too frequently canceled and elderly*

women and women with serious cancers are required to wait long hours or days in crowded, chaotic locations. In pregnant women who have severe obstetric complications that require surgery, our operating rooms are currently so inadequate in size and outmoded in design that we lack adequate space to create appropriate and safe resuscitation of the premature infants often born in these cases.

- *In Psychiatry and Behavioral Health Services: The inadequate structural condition of the currently free-standing UNMH Mental Health Center, separate from UNM Hospital and built in the 1960s, leads to suboptimal patient care. Deficiencies include a periodic lack of hot water due to an outdated plumbing system as well as mold and asbestos in the structure. Furthermore, this outmoded facility was designed over 50 years ago when the approach to psychiatric care was more custodial, rather than therapeutic. As such, this setting is inadequate and unsafe for our patients, our physicians, and our staff, resulting in safety issues when patients become severely agitated. Moreover, the free-standing facility does not have appropriate “intensive care” rooms to take care of severely agitated patients. The lack of appropriately designed interview rooms does not allow for patient and family privacy. We very much look forward to participating in the design and construction of the new UNM Replacement Hospital, and integrating components of the Mental Health Center and its in-patient programs into this facility. This integration of mental health care, within a tertiary care facility that can provide our patients with the full spectrum of care they deserve, is the modern standard.*

*In closing, we urge your immediate approval to proceed with the planning, design, and construction of the new UNM Replacement Hospital. We are eager to work closely with you and the leadership of the UNM Health Sciences Center in the detailed planning, design, and right-sizing of this new facility to assure that we can meet our mission and deliver the health care to New Mexicans that they deserve. We recognize that we have many tasks ahead to assure that we can deliver a full-spectrum of healthcare, including developing partnerships with other community-based healthcare systems and providers, developing facilities and partnerships for the care of lower acuity patients, and exploring the development of transportation and housing networks for patients from across our State who need care in our facilities. But clearly, the cornerstone of our efforts must be the construction of a new UNM Replacement Hospital.*

Dr. McGrew acknowledged that many of the UNM School of Medicine Department Chairs were in the audience. Dr. John Russell, Chair, Department of Surgery, addressed the Board in support of the replacement hospital. Dr. Mauricio Tohen, Chair, Department of Psychiatry, addressed the Board in support of the replacement hospital.

Director Eaves commented on his appreciation for the physicians who attended the meeting in support of the replacement hospital and stated his opinion on the delays moving the



replacement hospital project forward, the importance of fulfilling the HSC mission to provide health care to the citizens of New Mexico, informing the public, how the replacement hospital project will be an economic boost and create jobs for the state, the Health Sciences Center's standing with cash flow, assets and the reserves, etc. Dr. Roth provided an update on current interactions with FirstSouthwest regarding bond rating issues. Mr. McKernan provided an update on interactions with FirstSouthwest regarding acquiring insurance on the bonds. Ms. Watt added that information regarding the \$55 million principal bond that is being considered as a re-finance and provided information on interactions with HUD. Director Fortner commented that he supports the hospital replacement project. Director Johnson commented that the UNM Hospitals Board of Trustees supports the medical community, administration and leadership in its fiduciary, moral, and ethical responsibility to the health of New Mexicans. Chair Doughty made the following motion.

#### Action Items

#### Request for the Approval of the Motion Regarding the Architect Selection for the Hospital Replacement Project

A revised motion was made by Chair Doughty:

*I move that the HSC Board of Directors authorize and approve leadership of the UNM Health Sciences Center to take the steps necessary to prepare an initial master development plan, which would include modeling of potential financing opportunities and alternatives, for the purpose of gathering information for an adult replacement acute care teaching hospital. Included in this motion is a design of a project that could be phased in, and retention of the requisite professionals with respect to the master development plan, but with respect to all financing advisement and opportunities, the Health Sciences Center administration shall utilize the services of the University's current financial advisor, subject to compliance with the Procurement Code. The results of all planning and modeling shall be reported back to leadership and governance prior to proceeding to additional aspects of a project.*

The motion was seconded. There was no discussion. The motion passed with a vote of 5-0-0.

Request for the Approval of the UNM Hospitals Contract with MSI Consulting, LLC d/b/a Surgical Directions

Mr. Steve McKernan provided brief background on the request for this “best practices” consulting firm to assist with improving the operations of the three surgical venues at the UNM Hospitals and remote sites as well as gleaning from this firm’s experience interacting with The Studer Group to align on surgical direction. A motion was made to approve the UNM Hospitals Contract with MSI Consulting, LLC d/b/a Surgical Directions. The motion was seconded. The motion passed with a vote of 4-0-0. Director Fortner was not in the room and did not vote.

Request for the Approval of the Appointment of Dr. Kendall Rogers to the UNM Medical Group, Inc. Board of Directors

Dr. Mike Richards provided background on the request for approval of the nomination to the UNM Medical Group, Inc. Board of Directors. A motion was made to approve the nomination of Dr. Kendall Rogers to the UNM Medical Group, Inc. Board of Directors as presented. The motion was seconded. There was no discussion. The motion passed with a vote of 4-0-0. Director Fortner was not in the room and did not vote.

Request for the Approval of the Appointment of Ms. Maxine Velasquez to the UNM Sandoval Regional Medical Center, Inc. Board of Directors

A motion was made to approve the appointment of Ms. Maxine Velasquez to the UNM Sandoval Regional Medical Center, Inc. Board of Directors. The motion was seconded. There was no discussion. The motion passed with a vote of 4-0-0 in favor. Director Fortner was not in the room and did not vote.

Request for the Approval to Establish the Judy Putnam Dirks Quasi-Endowment Chair for Gynecologic Cancer Care

Mr. Bill Uher provided background information on the establishment of the Judy Putnam Dirks Quasi-Endowment Chair for Gynecologic Cancer Care in the amount of \$750,000. He provided a brief history of the creation of the endowed chair, that the request today for \$750,000 will be matched by the State, and the goal of awarding this to Dr. Carolyn Mueller. This endowed chair is in memory of Judy Putnam Dirks and Mr. Uher gave an overview of her accomplishments. A motion was made to approve the establishment of the Judy Putnam Dirks Quasi-Endowment

Chair for Gynecologic Cancer Care. The motion was seconded. There was no discussion. The motion passed with a vote of 4-0-0. Director Fortner was not in the room and did not vote.

### Information Items

#### Institute for Resilience, Health, and Justice (IRHJ)

Dr. Richard Larson introduced Dr. Andrew Hsi, IRHJ Director, and announced that this new institute has links to the legal community and UNM Law School that focuses on improving the resilience of the adolescent youth in New Mexico when they are engaged with the criminal system. Dr. Hsi's presentation included background on the Institute's importance, vision, and the need to address the adverse childhood experiences (ACE). The IRHJ is designed around the idea that many people who have been exposed to ACEs have encounters with both the health system and law and will build a comprehensive legal and medical home for youth exiting incarceration beginning with the Bernalillo County Detention Center, building community collaborations, and working with the Center for Children and Family Justice. Discussion was held on sharing this presentation with other state groups dealing with juvenile justice system.

#### HSC Financial Update

Ms. Ella Watt provided an update of the HSC finances that included an overview of revenues, expenses, budget, balance sheets of the Health Sciences Center, UNM Hospitals, the UNM Medical Group, Inc., and the UNM Sandoval Regional Medical Center, Inc.

Chair Doughty noted that the UNM Hospitals Board of Trustees Meeting Minutes for December 2015, the SRMC Board of Directors Meeting Minutes for November and December 2015, and the Carrie Tingley Hospital Advisory Board September and November 2015 Meeting Minutes were included as information items. Discussion on co-pays, uncompensated care, the UNM Financial Assistance Charity Care Program, Medicare, patient insurance and billing, write-offs to Charity Care, etc.

#### Executive Session

A motion was made to close the open portion of the meeting and for the Board to convene in executive session for the reasons specified in the published agenda. The motion was seconded.

The motion passed with a vote of 3-0-0 in favor. Directors Fortner and Eaves were not in the room and did not vote.

Following the executive session, a motion was made to reconvene in open session and a certification that only those matters described in agenda item X were discussed in executive session. The motion was seconded. The motion passed with a vote of 5-0-0 in favor.


Adjournment

A motion was made to adjourn the meeting. The motion was seconded. The motion passed with a vote of 5-0-0 in favor.

Minutes were prepared by Patrice Martin and finalized on February 11, 2016.

Approval of Minutes:

  
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Marron Lee, Chair, HSC Committee

  
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Date