

11-8-2016

## Minutes of 11/08/2016 HSC Committee Mtg

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Meeting Minutes  
UNM Health Sciences Center Committee  
November 8, 2016

UNM Health Sciences Center Committee (the “HSCC”) members present:

Marron Lee, Chair

Tom Clifford, Vice Chair

Rob Doughty, III

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Chair Lee called the meeting of the HSC Committee to order at 8:47 a.m. and determined that a quorum was present.

Approval of Agenda

A motion was made to adopt the agenda. The motion was seconded. The motion passed with a vote of 3-0-0.

Approval of Minutes of Prior Meeting

A motion was made to approve the minutes of the October 11, 2016 meeting of the HSC Committee. The motion was seconded. The motion passed with a vote of 3-0-0.

Comments from Committee Members

There were no comments from Committee Members.

Chancellor’s Administrative Report

Dr. Paul Roth reported on a new HSC website that currently highlights new initiatives for the community benefit. An example is Dr. Andrew Hsi’s joint program with the UNM School of Law where a combination of legal input with social determinants and medical issues that are commonly seen in young children and adolescents who suffer from family stressors, *i.e.*, domestic violence, divorce, poverty, in an effort to intervene and attempt to reduce the interactions of children and families with the justice system. Another example is a student clinic managed in partnership with Agricultura Network, the Street Food Institute and neighborhood associations. Discussion included other information on the website, *i.e.*, Patient Financial Assistance, Medicaid, hospital policies, etc. Action Required: Mr. McKernan was asked to provide the UNM Hospitals Board of Trustees Policy on Patient Financial Assistance Program to the HSC Committee. Dr. Roth continued with highlighting the State Auditor’s Report and it’s verification of the HSC information regarding indigent care, the purpose of the mill levy and the concept of uncompensated care. The following

discussion included the State Auditor's Transparency Report, UNM Hospitals as the basis for developing methodology, Moss Adams, payment of audit, engagement letter; branding/colors used on website, scheduling.

#### UNM Health System Update

Mr. Steve McKernan noted that he and Dr. Mike Richards would focus on quality metrics and schedule on Medicaid and total revenues for UNM Hospitals in the last three years. Dr. Richards' presentation reviewed graphs on quality metrics that included harm events, severe harm events, readmissions rate, and patient satisfaction. He reviewed a subset of these metrics to include two of the hospital acquired infection rate graphs, favorable readmission rates compared to peer groups, reporting parameters. Discussion was held on data submitted on aggregate readmission rates (subsets, *i.e.*, reporting data on stroke patients), plans to track both aggregate readmission rates and the more narrow data used by CMS in the five Medicare patient diagnoses); CMS methodology on reporting readmissions and limitations. Dr. Richards continued his presentation with information on mortality rate (risk adjusted), case mix index continues to rise, expected rate calculated based on the severity of the illness of patients. Discussion on the UHC (136 teaching/public hospitals in the U.S. who deliver care similar to the UNM Health System) quality reporting system to UHC, and question on the time between release and re-admittance (30 days for any cause). Dr. Richards continued his presentation with mortality subset of adult severe sepsis data, satisfaction scores (Clinician Group Consumer Assessment of Healthcare Providers in Systems (CGCAHPS) that includes consumer group and hospital, Studer engagement to address quality and safety and patient experience, and Hospital Compare (HCAP). Discussion followed on the hospital's outdated physical plant constraints and related challenges, patient surveys that identify the patient dissatisfaction issues, improved communication with patients, issues with semi-private rooms, sanitation, noise, two families in one small room, etc.

Mr. McKernan's presentation included a review of slides on Total Revenue by Source, Net Patient Revenue by Source, and Medicaid Patient Payments by Payor. Discussion followed on the reason for the reduction in revenues, reimbursements and retroactive eligibility efforts, MCOs, high percentage of collections, revenues between 2015 and 2016; stabilization. Discussion on the Health System Report memo on finances, concerns on trends, uncompensated care, UNMH Financial Assistance Program, UNMH Limited Financial Assistance Program, increase in costs expended for uncompensated care, expected impact in increase (approximately 20%) of insurance premiums, case mix index, efforts to decrease expenses, income statement and contractual allowances, and mill levy receivable.

#### Public Comment

There was no public comment.

## Action Items

### Request for the Approval of the Nomination of Stephen McKernan, Michael Richards, Jerry Geist and Eleana Zamora to the UNM Sandoval Regional Medical Center, Inc. Board of Directors

Discussion was held on member makeup of the Sandoval Regional Medical Center, Inc. Board of Directors and governance approach.

A motion was made to approve the nomination of Stephen McKernan, Michael Richards, Jerry Geist and Eleana Zamora to the UNM Sandoval Regional Medical Center, Inc. Board of Directors. The motion was seconded. The motion passed with a vote of 3-0-0.

## Information Items

### HSC Financial Update

Ms. Ava Lovell provided an overview that included a review of Consolidated Regents Report, I&G, and Clinical Operations. Discussion was held on I&G transfers, HED accounting reporting guidelines, and re-forecasted budget.

Ms. Ava Lovell reviewed total HSC academic enterprise FTEs including faculty and staff, and HSC Administration breakdown of FTEs, LEAN initiatives, Health System staff FTEs; targeting a reduction of FTEs by 9.5% in the UNM School of Medicine, etc. Dr. Paul Roth commented the different set of economics that drive the Health Sciences Center versus Main Campus and the different impacts on reductions to I&G; projections for growth at the Health Sciences and management of reduced revenues with the reality that hopes for increasing access to health care, addressing demands on wait times for clinics, patient satisfaction in the hospital are not going to happen due to financial constraints. Discussion included the need for more FTEs to address patient care; academic enterprise impacted by two revenue streams – I&G and clinical revenues, reductions in FTEs affected by revenue streams, special session changes to I&G, cuts in Medicaid and negotiations with the MCOs, residents not counted as FTEs, vacancy rates. Dr. Richard Larson commented that the institution, several years ago, was the first to introduce a continuous quality improvement program in the Research mission with constant reviews for ways for increased efficiency and effectiveness and less costly (*i.e.*, Compliance and the IRB, as an example). Discussion on costs for auditors; Cancer Center's increase in FTEs; benchmarks; cash management; Accounts Receivable and Days Cash on Hand.

### Review of HSC Advertising Budgets

Ms. Lovell presented detail for approximately the last eight weeks on the HSC expenditures for advertising and marketing. Discussion followed with further clarification of the handouts, an explanation of “banner” (ribbon ads), community information ads and cutbacks, and campus-wide marketing plan and messaging with the caveat that the HSC does not want to compete with the

private sector on 'bread and butter' types of services due to efforts to create positive partnerships with the private sector.

#### Review of Monthly Dashboard Tracking Academic and Clinical Initiatives to Include Metrics

Ms. Lovell presented on the Lobo Quality Improvement Process (LQIP), dashboard of improvement projects, LEAN efforts; example: cleaning up the Letter of Offer process. Dr. Martha McGrew was recognized for taking the lead on this effort as well as Jeanne Marquardt and Mike Schwantes. Discussion with a request for continued updating of the dashboard and periodic reporting.

#### Overview of the Mill Levy Funds and How These Funds Are Reported to the County

Mr. McKernan presented on Financial Assistance to Patients by County, UNM Hospitals Statements of Net Assets, Statements of Revenues, Expenses, and Changes in Net Assets, Financial Assistance to Bernalillo County Patients by Zip Code, Financial Assistance to Bernalillo County Patients by Service Type. Discussion on the terms "charity care" and "financial assistance" and the auditors' definitions. Mr. McKernan continued his presentation with information on Primary Reasons for Bernalillo County Indigent Resident Visits, graphs on UNM Hospitals Financial Assistance Applications, UNM Hospitals Statistics, with breakouts on 2016 Revenue, 2016 Mill Levy Expense, 2016 Mill Levy Expense by Specialty, and 2016 Mill Levy Expense – Behavioral. Discussion on Medicare covering patients versus use of Mill Levy funds; mission of UNM Hospitals, etc. Action Required: a request was made to show information by payor charges versus reimbursements.

#### Annual Healthcare Workforce Census Update for New Mexico

Dr. Richard Larson commented on potential changes coming to College of Pharmacy degree programs and the shortage of pharmacists in Southern New Mexico. He then provided an update on the New Mexico State Workforce analysis recently completed including background and a summary of recommendations. A noted highlight was that the State of New Mexico leads the nation in its ability to track and understand changes in the health care professional workforce in the state. Statistics were provided on licensed physicians and Nurse Practitioners, primary care providers, nursing pipeline, nursing deficit, primary care deficit, increasing number of graduating medical students, programs to increase the number of physicians and dentists in underserved areas of the state, education and training, financial incentives, etc. The full report is available on line. Discussion was held on the reliability of the reporting, validation, that it is an unfunded mandate by the State paid by the UNM HSC Office of Research, national funding of GME slots, and the importance of the Census update for the State.

#### UNM Health Sciences Center Strategic Plan Update

Dr. Richard Larson provided an overview of the quarterly stoplight report on the UNM Health Sciences Center Strategic Plan including metrics on how they are measured. He reported that the HSC is off to a good start this year making progress on almost all of the goals. The HSC Committee asked for time to review the documents that were distributed at this meeting.

Dr. Paul Roth commented that the UNM Health Sciences Center Leadership Retreat will be held December 1 and 2, 2016 to begin reassessing the strategic plan and asked that the Regents send their top areas of focus in order for incorporation into the retreat discussions. The plan is to also streamline the HSC Strategic Plan and to bring the updated Plan to President Frank and Regents. Discussion on sharing this request with all Regents. Action Required: Dr. Larson will send the UNM HSC Strategic Plan to the HSC Committee.

Dr. Larson commented that a review of HSC achievements will be provided at a future HSC Committee meeting but he noted the recent achievement for the Research mission to obtain federal funding for a new 7T MRI Scanner; a \$3 million grant from the NIH. The following discussion included compliance standards.

Regent Lee noted the inclusion of the Minutes of the UNM Sandoval Regional Medical Center, Inc. Board of Directors August 24, 2016 and September 28, 2016 Meetings in the meeting packet.

#### Executive Session

A motion was made for the HSC Committee to convene in executive session for the reasons specified in the published agenda. The motion was seconded. The motion passed with a vote of 2-0-0 in favor. Regent Doughty was 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 2-0-0 in favor. Regent Doughty was not in the room and did not vote.

#### Adjournment

A motion was made to adjourn the meeting. The motion was seconded. The motion passed with a vote of 2-0-0 in favor. Regent Doughty was not in the room and did not vote.

Approval of Minutes:

  
Marron Lee, Chair, HSC Committee

12.6.16  
Date