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## 06-06-2017 HSC Committee Meeting Minutes

Patrice Martin

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Meeting Minutes  
UNM Health Sciences Center Committee  
June 6, 2017

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

Marron Lee, Chair

Tom Clifford, Vice Chair

Regent Alex Romero

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Chair Lee called the meeting of the HSC Committee to order at 8:35 a.m. and confirmed that a quorum was present. She welcomed Regent Alex Romero.

Approval of Agenda

A motion was made to adopt the agenda. The motion was seconded. The motion passed with a vote of 2-0-0.

Approval of Minutes of Prior Meeting

A discussion was held on the detail contained within the minutes. A motion was made to approve the minutes of the May 9, 2017 meeting of the HSC Committee. The motion was seconded. The motion passed with a vote of 2-0-0.

Comments from Committee Members

Regent Romero provided background on his history in New Mexico.

Chancellor's Administrative Report

Dr. Richard Larson, Acting Chancellor, provided a recap of the Lovelace/UNM Rehabilitation Hospital's ribbon cutting ceremony. He reported that the special session produced no surprises, there will be an expected 1% cut, a significant tax on the hospital was vetoed, and there was a new line item for \$1 million in Cancer Center reserves that will be directed to Cancer Care in fiscal year 2018. Discussion was held on who initiated the line item and why. Dr. Larson reported that House Bill 370 passed, requiring Naloxone kits to be carried and provided for all law enforcement and first responders that will impact the ability to save lives in the case of overdose. Training will be provided to law enforcement and first responders. Discussion was held on this non-funded mandate and the longevity of the kits. Dr. Larson recognized Dr. Kurt Nolte, Director of the Office of the Medical Investigator,

and his team upon receipt of the Eye Banks Association of Americas Annual Gift of Sight Award (corneal donations). A discussion was held on recognizing the gift of donations and post-mortem donations.

A discussion was held on the impact of the loss of funding (approximately \$500,000) from the Trauma Fund to the UNM Health Sciences Center.

A discussion was held on the new facility funding and the modern medical facility.

Regent Romero announced that he would be resigning as Chairman of the Lovelace Medical Board to avoid any conflict of interest.

### UNM Health System Update

Dr. Mike Richards provided highlights of the UNM Health System report included in the agenda book. Highlights included a review of an increase in total discharges, case mix index, clinical visits, emergency department visits, surgeries, total RVUs, total revenues, and significant operational improvement initiatives (Mission: Excellence and Leading to Excellence). Regent Clifford requested more detail regarding the Net Margin of approximately \$7 million “most of which is recorded in the UNM Medical Group as a result of a special payment from the federal government related to the use of computer technology.” Dr. Richards responded on the Meaningful Use Program where the Health System is provided with incentive payments for providers who can demonstrate ... effective use of the electronic medical record; incentive payment this year was \$6 million, held within the UNM Medical Group Reserve Fund, with only one additional year left in the current federal Meaningful Use Program. He discussed the Medicare Meaningful Use Program available after 2018. Regent Clifford asked questions regarding network development and on incentives to make better use of records through sharing records. Dr. Richards responded that the premise is that, in order to get to the concepts of value-based care as a national initiative, you must mine the electronic medical record for outcomes data and utilization data. Further discussion was held on the medical electronic record. Regent Clifford asked for the status of meetings with Bernalillo County regarding the MOU. Mr. McKernan responded that ongoing communications with the County Manager reveal that the County is reviewing the most recent submission; ongoing dialogue with Indian Health Service as well.

*Action Required: Regent Clifford requested an update from the County Manager at the next HSC Committee meeting regarding the status of the MOU.*

Regent Clifford led a discussion on details regarding Total Operation Stats, Patient Days, and the variance in Behavioral Health. Mr. McKernan and Dr. Richards provided examples of the significant changes in the Behavioral Health clinical activity driven primarily by the managed care organizations related to Medicaid.

Regent Lee led a discussion regarding the youth being cared for who come from the Juvenile Justice System and Child Welfare system.

Regent Clifford led a discussion on Outpatient Visits and a significant shift within Urgent Care and ER utilization. Mr. McKernan responded that it is an anomaly from what was seen last year. Regent Clifford asked, regarding Urgent Care, as to the negative variance (below the ~ 20,000 projected). Mr. McKernan responded that, in the budgeting process, there was an expectation that the Nurse Practitioners would be on line earlier. Dr. Richards recognized that the HSC Committee has asked for more detailed analysis and discussion of Emergency Department volumes and trends and that, in response, a presentation is scheduled for the next HSC Committee meeting. Regent Clifford asked, "...in the long run, do we see Urgent Care as potentially helping us migrate some patients from the Emergency Room ... is it lower cost and how does it affect reimbursement?" Mr. McKernan responded that there is very large potential for additional urgent care and this may or may not affect the Emergency Room. Dr. Richards added that there has always been a hope that "creating additional access points for acute ambulatory care ... would decrease Emergency Department volume ... but when looking at overall volumes, nationally, when you create additional Urgent Care, it often has no impact at all on the Emergency Department volume...." Discussion. Regent Lee led a discussion regarding the minute clinic model.

#### Public Comment

There was no public comment.

#### Action Items

#### Request for the Approval of the Naming of the Jim and Ellen King Professorship in Dermatology

Dr. Bill Uher presented on the request for approval for the naming of the Jim and Ellen King Professorship in Dermatology. He gave background on the review/approval process of this endowment that will be held by the UNM Foundation to benefit the Department of Dermatology. Dr. Aimee Smidt, Chair, Department of Dermatology, acknowledged gratitude from the Department to the donors for supporting the mission of Dermatology through their gift that will establish a named professorship specifically in the area of melanoma and pigmented skin lesions, education and research. A discussion was held on the current accreditation status of the Department of Dermatology. Regent Lee asked Dr. Smidt to recap how the Department lost its accreditation and Dr. Smidt responded with background. Mr. Uher provided more detailed information on the Kings' support and Dr. Smidt's positive work as Chair. Regent Clifford asked what could be done to train more family practitioners and general practitioners so that they can help fill the gap in the lack of adequate Dermatology specialists in New Mexico; are there ongoing educational programs to train general practitioners in this area. Dr. Smidt responded in the positive and provided examples. Dr. Richards added that Dr. Smidt has aggressively pursuing, in order to increase access to dermatological consult services, is her work in Telemedicine. A motion was made to approve the naming of the Jim and Ellen King Professorship in Dermatology. The motion was seconded. The motion passed with a vote of 2-0-0.

## Request for the Approval of the UNM Hospitals Contracts with Intuitive Surgical, Inc. and Philips Healthcare

Mr. Steve McKernan presented background on the proposed UNM Hospitals contracts with Intuitive Surgical, Inc. and Philips Healthcare. Regent Clifford noted his concern regarding medical inflation generally and specifically technological inflation and asked how to evaluate the proposed contracts on cost containment. Mr. McKernan provided background on the negotiation and evaluation process; the use of evidence-based research and independent consultants who help evaluate new technology, what is effective or not effective, etc. Further discussion was held on why the cost is “the best use of our money”, the broader national policy, committee review of technology requests for evaluation, and prioritizing.

*Action Required: The Capital Committee will provide a cover memo of their evaluations regarding any future contract approval requests.*

A motion was made to approve the UNM Hospitals contracts with Intuitive Surgical, Inc. and Philips Healthcare. The motion was seconded. The motion passed with a vote of 2-0-0.

## Information Items

### HSC Financial Update

Ms. Ava Lovell provided an overview of the HSC financial report that included background on the Health System versus the Health Sciences Center, budgeted net margin for revised budget approved by the UNM Board of Regents, Contract and Grants, Public Service, Financial Aid, Clinical Operations. Regent Clifford sought clarification on the positive net margin, Meaningful Use and forecast, details on Reserves; discussion ensued. Ms. Lovell continued her presentation that included Year to Date information (*i.e.*, Medical Supplies, House Staff, Other Patient Care Costs, Other Supplies, Purchase Services, etc.), a high level summary of Total UNM Health Sciences Center Margin. Regent Clifford sought clarification on results being different from the results just reviewed, budget and actuals variances, etc. Ms. Lovell explained that it was a different entity, provided more clarification and reviewed the report provided to the Regents including I&G, budget, Net Margin, Tuition, Use of Balance. Regent Clifford asked questions regarding Transfers and Revenues in the I&G and what they refer to and Ms. Lovell provided an explanation.

*Action Required: Regent Clifford requested a detailed report on Transfers.*

Ms. Lovell reviewed Research and Dr. Larson provided input on equipment lag time. Discussion. Ms. Lovell continued her presentation reviewing Public Service. Discussion. Ms. Lovell reviewed Student Aid, Student Social and Cultural, Sponsored Programs, Net Clinical Operations. Regent Clifford asked questions on Clinical Operations (Year-to-Date Revenues, Expenses), potential Receivables, Case Mix and reimbursement mechanisms. Ms. Lovell, Mr. McKernan and Dr. Richards provided explanation.

*Action Required: Mr. McKernan will bring an analysis, breakdown and industry-wide comparables to other institutions to the next HSC Committee meeting.*

Ms. Lovell stated noted that the Health Sciences Center is at breakeven. The discussion continued on the status, Case Mix Index, use of Call Transfer Center to direct low acuity patients, etc.

Regent Clifford referred to the table on Other Revenue detail and asked for similar information on Transfers; he asked questions regarding Allocations, Billings to UNM Hospital, etc. Discussion.

*Action Required: Ms. Lovell will provide a detailed report on Transfers.*

#### Update on the HSC Strategic Plan

Dr. Richard Larson provided an update on the HSC Strategic Plan. His review included information on the Health Sciences Center (HSC), the HSC vision, missions, strategic goals, indicators of success, strategies, inclusion in all performance plans, the HSC Strategic Plan's inclusion into the University's Strategic Plan, and he highlighted the goals and strategies underneath the goals. He highlighted Telehealth, Project ECHO, etc. Regent Clifford referred to the practitioner-to-practitioner communication in Telehealth and asked if there were shared savings. Dr. Larson responded that it is used on a variety of circumstances, *i.e.*, Project ECHO, the ACCESS Program, use in Dermatology and in certain acute Psychiatric interventions. Dr. Larson continued his report by highlighting the goals to build mechanisms to measure and evaluate workforce needs, quantifying our workforce in New Mexico, shortages in the state, and annual report. A copy of the Workforce Annual Report was distributed to the HSC Committee members.

Dr. Larson continued his presentation with information on the failure to reach the goal of finding a mechanism on a multi-year faculty compensation plan, the goal of fostering innovation, error in reporting – we have reduced the Patient Harm Events by 50%. Regent Clifford asked how we achieved such a significant percentage change and for a definition of “harm event.” Dr. Richards responded with more detail on the focus on Total Harm Events and the reduction by 25%, on specific Harm Events where process improvement teams have been implemented there has been a 50% reduction; provided both the CMS and internal definitions of “harm event.”

*Action Required: Dr. Richards will provide initiatives on severe harm events, the trend, through focused effort on improved patient safety quality, in an upcoming Quality Update. He will provide CMS's list of definitions of harm events.*

Dr. Larson continued his presentation with highlights on the progress on decreasing the Length of Stay, and the HSC is on target for completing the remainder of the goals.

Minutes of the Sandoval Regional Medical Center, Inc. Board of Directors April 26, 2017 Meeting and the Minutes of the Carrie Tingley Hospital Advisory Board January 23, 2017 and March 27, 2017 Meetings

Regent Lee referenced the minutes included in the agenda as information items from the Sandoval Regional Medical Center, Inc. Board of Directors April 26, 2017 meeting and the Carrie Tingley Hospital Advisory Board January 23, 2017 and March 27, 2017 meetings. No discussion.

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.

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.

Adjournment

A motion was made to adjourn the meeting. The motion was seconded. The motion passed with a vote of 2-0-0.

Approval of Minutes:



Marron Lee, Chair, HSC Committee



Date

*Addendum: List of requests by the HSC Committee was confirmed immediately following the adjournment of the June 6, 2017 HSC Committee meeting by Regents Lee and Clifford with Dr. Richard Larson, Acting Chancellor:*

1. *Work with Government Affairs to determine where the Trauma Fund re-direct line came from. (Larson)*
2. *Update on County MOU from the County, either a report or in person. (McKernan)*
3. *Emergency Department presentation. (already planned)*
4. *Include cover letter from Capital Committee with equipment requests. (McKernan)*
5. *RVU/Revenue/Case Mix/Volume presentation/relationship. (Richards/McKernan)*
6. *Transfer data. (Lovell or Richards)*
7. *Harm events (include in Quality presentation)*