UNM Hospital Board of Trustees
OPEN SESSION - AGENDA
Friday, September 29, 2017 at 9:00 AM
Barbara and Bill Richardson Pavilion Conference Room 1500

I. CALL TO ORDER – Jerry McDowell, Chair, UNM Hospital Board of Trustees

II. ANNOUNCEMENTS
   • Welcome New Board of Trustees Member, Terry Horn

III. ADOPTION OF AGENDA

IV. PUBLIC INPUT

V. APPROVAL OF THE MINUTES
   • August 25, 2017 UNMH Board of Trustees Meeting Minutes (Approval)

VI. AUGUST ACTION ITEMS
   • Email Memo on Modern Medical Facility included in CEO Report to Board Members for review and possible future discussion
   • Dr. Roth asked the Board Members to reflect on history of UNMH and describe what words they would use to describe UNM Hospital in the next 5 to 10 years and what qualifications do they see in the next CEO to allow the hospital to get to that desired place in the next 5 to 10 years. Send information to Dr. Roth and copy Jerry McDowell
   • Focus on more scientific presentations to the Board coordinated with Dr. Roth
   • Follow-up on the 100 bed policy for IHS and APCG to the Regents
   • Keep Board updated on status of MOU issue
   • Follow up on patient payment policy – get the context and the parameters
   • Management to draft an update/report on Larry Gage’s recommendation

VII. BOARD INITIATIVES
   • Bernalillo County MOU Update – Steve McKernan
   • Patient Payment Policy Update – Steve McKernan
   • Board Committee Assignments – Steve McKernan
   • Mission Excellence Update – Sara Frasch

VIII. ADMINISTRATIVE REPORTS
   • Chancellor for Health Sciences - Paul Roth, MD
   • CEO Report, UNM Hospitals – Steve McKernan
   • CMO Report, UNM Hospitals – Irene Agostini, MD
   • UNM Board of Regents Update – Steve McKernan

IX. COMMITTEE REPORTS
   • Quality and Safety (formerly POCEC) Committee – Dr. Raymond Loretto / Christine Glidden
   • Finance, Audit & Compliance Committee – Jerry McDowell
   • Native American Services Committee – Jerry McDowell

X. OTHER BUSINESS
   • August Financials – Ella Watt

XI. CLOSED SESSION: Vote to close the meeting and to proceed in Closed Session.
   a. Discussion and determination where appropriate of limited personnel matters pursuant to Section 10-15-1.H (2), NMSA.
   b. Discussion and determination, where appropriate, of matters subject to the attorney-client privilege regarding pending or threatened litigation in which UNMH is or may become a participant pursuant to Section 10-15-1.H (7), NMSA.
   c. Discussion of matters involving strategic and long-range business plans or trade secrets of UNMH pursuant to Section 10-15-1.H (9), NMSA.
   d. Vote to re-open the meeting

XII. Certification that only those matters described in Agenda Item XI were discussed in Closed Session; consideration of, and action on the specific limited personnel matters discussed in Closed Session.
**UNM Hospital Board of Trustees**  
**August 25, 2017**  
**Barbara and Bill Richardson Pavilion 1500**

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<th>Agenda Item</th>
<th>Subject/Discussion</th>
<th>Action/Responsible Person</th>
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<tr>
<td>Voting Members Present</td>
<td>Jerry McDowell, Christine Glidden, Erik Lujan, Debbie Johnson, Nick Estes, and Joe Alarid</td>
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<td>Ex-Officio Members Present</td>
<td>Dr. Paul Roth, Dr. Michael Richards, Stephen McKernan, Dr. Jennifer Phillips, and Dr. Irene Agostini</td>
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<td>County Officials Present</td>
<td>Timothy Olivas</td>
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<td>I. Call to Order</td>
<td>A quorum being established, Mr. Jerry McDowell, Chair, called the meeting to order at 9:09 AM</td>
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| II. Announcements | Mr. Jerry McDowell, Chair, read an appreciation letter to Dr. Robb McLean thanking him for his support to the UNMH Board of Trustees for the past 5 years (included in report; original sent).  
Mr. Stephen McKernan and Mr. Jerry McDowell, Chair, presented Ms. Debbie Johnson with a plaque and thanked her for service as Board of Trustees Chair from August 2015 thru July 2017. | Mr. Nick Estes made a motion to adopt the agenda.  
Mr. Erik Lujan seconded the motion.  
There being no objections, the motion carried. |
| III. Adoption of Agenda | Mr. Jerry McDowell, Chair, requested a motion to adopt the agenda. |                            |
| IV. Public Input | Public Input was given by Siressa Manne, NM Center on Law and Poverty, on the 50% down payment in reference to the Patient Payment Policy.  
Ms. Manne urged the policy be rescinded.  
Mr. Jerry McDowell reported that a motion was taken and approved at the July 28, 2017 Board of Trustees Meeting that the issue of the new surgical procedures, the Financial Assistance Policy, and the Patient Payment Policy be referred back to management to review and make recommendations/report to the Quality and Safety Committee to discuss and make recommendations to the Board of Trustees. | Mr. Erik Lujan moved to approve the Resolution of the UNM Hospitals 401(a) Plan and the First Amendment UNM Hospitals 415 (m) Retirement Plan.  
Mr. Joseph Alarid seconded the motion.  
There being no objections, the motion passed. |
| V. Consent Approval | Ms. Sara Frasch gave a briefing on the Consent Items, Resolution of the UNM Hospitals 401(a) Plan and the First Amendment UNM Hospitals 415 (m) Retirement Plan, which the Finance & Audit Committee reviewed at their meeting and approved.  
Mr. Jerry McDowell, Chair, requested a motion to approve as submitted. |                            |
| VI. Approval of Minutes | Mr. Jerry McDowell, Chair, requested a motion to approve the August 25, 2017 UNM Hospital Board of Trustees Meeting Minutes. | Mr. Nick Estes made a motion to approve the August 25, 2017 UNMH Board of Trustees Meeting Minutes.  
Mr. Erik Lujan seconded motion.  
The motion passed unanimously. |
| VII. Board Initiatives | Mr. Felix Funes, CPP, presented the UNMH Security Program (report in packet).  
Dr. Danielle Esters gave a presentation on Embryonic DNA Manipulation. |                            |
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<th>Agenda Item</th>
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<tr>
<td>VIII.</td>
<td>Administrative</td>
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<td>Reports</td>
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<td><strong>CEO Report</strong>: The CEO (report in the packet).</td>
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<td><strong>CMO Report</strong>: The CMO (report in the packet).</td>
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<td>IX.</td>
<td>Updates</td>
<td>N/A</td>
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<td>X.</td>
<td>Committee Reports</td>
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<td><strong>Finance, Audit &amp; Compliance Committee</strong>: The Finance, Audit &amp; Compliance Committee met on August 23, 2017. Mr. Jerry McDowell gave a brief summary (minutes in packet).</td>
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<td><strong>Native American Services Committee</strong>: The Native American Services Committee met on July 26, 2017. Mr. Jerry McDowell gave a brief summary (minutes in packet).</td>
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<td><strong>Executive Committee</strong>: The Executive Committee met on August 17, 2017. Mr. Jerry McDowell, Chair, reported a report will be given in today’s Closed Session.</td>
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<td>XI.</td>
<td>Other Business</td>
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<td><strong>May Financials</strong>: Ms. Ella Watt gave an update on the June Financials.</td>
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<td>XII.</td>
<td>Closed Session</td>
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<td>At 11:04 AM Mr. Jerry McDowell, Chair, requested a motion to close the Open Session of the meeting.</td>
<td>Mr. Joseph Alarid made a motion to move to Close Session. Ms. Debbie Johnson seconded the motion. The motion passed unanimously.</td>
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<td>XIII.</td>
<td>Certification</td>
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<td>After discussion and determination where appropriate, of limited personnel matters per Section 10-15-1.H (2); and discussion and determination, where appropriate of matters subject to the attorney-client privilege regarding pending or threatened litigation in which UNMH is or may become a participant, pursuant to Section 10-15-1.H (7); and discussion of matters involving strategic and long-range business plans or trade secrets of UNMH pursuant to Section 10-15-1.H (9), NMSA, the Board certified that no other items were discussed, nor were actions taken.</td>
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<td>XIV.</td>
<td>Vote to Re-Open Meeting</td>
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<td>At 1:25 PM, Mr. Jerry McDowell, Chair, requested a motion be made to return the meeting to Open Session.</td>
<td>Ms. Debbie Johnson made a motion to return to Open Session. Ms. Christine Glidden seconded the motion. The motion passed unanimously.</td>
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<td>Mr. Jerry McDowell, Chair, requested a motion be made to approve the July 19, 2017 Medical Executive Committee (MEC) Meeting Minute as presented in the Closed Session to acknowledge, for the record, that those minutes were, in fact, presented to, reviewed, and accepted by the Board and for the Board to accept/approve the recommendations of those Committees as set forth in the minutes of those committees meetings and to ratify the actions taken in Closed Session.</td>
<td>Mr. Joseph Alarid made a motion to approve the Medical Executive Committee Meeting Minutes. Ms. Debbie Johnson seconded the motion. The motion passed unanimously.</td>
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<td>Agenda Item</td>
<td>Subject/Discussion</td>
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<td>Mr. Jerry McDowell, Chair, requested a motion be made to approve the July 21, 2017 Quality and Safety Committee (formerly POCEC) Meeting Minutes as presented in Closed Session to acknowledge, for the record, that those minutes were, in fact, presented to, reviewed, and accepted by the Board and for the Board to accept/approve the recommendations of those Committees as set forth in the minutes of those committees meetings and to ratify the actions taken in Closed Session.</td>
<td>Mr. Joseph Alarid made a motion to approve the Quality and Safety Meeting Minutes. Ms. Debbie Johnson seconded the motion. The motion passed unanimously.</td>
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<td>Mr. Jerry McDowell, Chair, requested a motion be made to approve the Credentialing and the Clinical Privileges (UNMH Nephrology, UNMH Pediatric Cardiology, and UNMH Telemedicine) as presented in Closed Session</td>
<td>Mr. Joseph Alarid made a motion to approve the Credentialing and Clinical Privileges. Ms. Debbie Johnson seconded the motion. The motion passed unanimously.</td>
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<td>XV. Adjournment</td>
<td>The next scheduled Board of Trustees Meeting will take place on Friday, September 29, 2017 @ 9:00 AM at the University of New Mexico Hospital in the Barbara &amp; Bill Richardson Pavilion 1500. There being no further business, Mr. Jerry McDowell, Chair, requested a motion to adjourn the meeting.</td>
<td>Mr. Joseph Alarid made a motion to adjourn the meeting. Ms. Christine Glidden seconded the motion. The motion passed unanimously. The meeting was adjourned at 1:29 PM.</td>
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Dr. Raymond Loretto, Secretary  
UNM Hospital Board of Trustees
University of New Mexico Hospitals
Board of Trustees
2017 - 2018 Committee Assignments

Board Chair  Jerry McDowell
Board Vice-Chair  Christine Glidden
Secretary  Ray Loretto

Finance & Audit Committee
Terry Horn
Erik Lujan
Nick Estes

Strategic Planning & Executive Committee
Jerry McDowell, Chair
Christine Glidden
Ray Loretto
Debbie Johnson

Quality and Safety Committee (formerly POCEC)
Ray Loretto, Chair
Christine Glidden
Joe Alarid

Native American Liaison Committee
Jerry McDowell, Chair
Erik Lujan
Christine Glidden
Ray Loretto

Sep-17
MISSION: Excellence

UNM Hospitals Board of Trustees
September 29, 2017
LEADing to Excellence

- Two-day session
- September 18-19
- Keynote
  - The Journey at OU
    Holly Adams (Studer)
- 13 Breakout Sessions

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<th></th>
<th>UNMH</th>
<th>HSC</th>
<th>UNMMG</th>
<th>SRMC</th>
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<td>9/18</td>
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<td>133</td>
<td>59</td>
<td>27</td>
<td>815</td>
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<td>9/19</td>
<td>592</td>
<td>112</td>
<td>54</td>
<td>25</td>
<td>783</td>
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### Looking Ahead: Key Issues and Opportunities

#### Value Based Care
- Medicaid - Centennial Care 2.0
- Medicare - Medicare Advantage, MIPS (FFS)

#### Clinics
- Primary Care - PCMH
- Access – Attribution and Paneling

#### Outcomes
- Quality, Safety, and Experience
- Efficiency and Cost

#### New Models
- Financial models – payer activities
- Management models - Dyads

#### Systems
- Continuum of Care
- Partnerships and Consolidation
Looking Ahead: Key Issues and Opportunities

Value Based Care
- Medicaid - Centennial Care 2.0
- Medicare - Medicare Advantage, MIPS (FFS)

Clinics
- Primary Care - PCMH
- Access – Attribution and Paneling

Outcomes
- Quality, Safety, and Experience
- Efficiency and Cost

New Models
- Financial models – payer activities
  - Management models - Dyads

Systems
- Continuum of Care
- Partnerships and Consolidation
Dyads

- Aligned Job Descriptions
- Aligned Goals
- Learning Together
- Shared Decision-making
Up Next!

• Hardwiring Tactics
  – AIDET Validation
  – Rounding on Direct Reports
  – Rounding on Patients
  – Senior Leader Rounding

• Leader Evaluation Manager Goal Audits
THANK YOU!
MEMORANDUM

To: Board of Trustees

From: Stephen McKernan
Chief Executive Officer

Date: September 29, 2017

Subject: Monthly Activity Update

The Hospital has been involved in a variety of activities and this report will focus on services delivered through August 2017.

Quality: Quality indicators are stable with the prior year and have shown some improvement recently. The Vizient star ratings were released in mid-September. UNMH retained a two star rating with an improvement in overall rank from 88 to 85 (four hospital ranks away from a three star). The UNMH ambulatory score card improved significantly from one star in 2016 to a three star for 2017. The focus for quality over the next reporting period will center on the patient safety metrics and hospital acquired infections. We will continue to provide updates at the Board and Committee meetings. We believe that the Mission Excellence journey will move the organization toward improved patient experience which is also reflected in the Vizient score card. The goal continues to focus on the achievement of a three star rating or higher for the next reporting period in 2018.

Statistics: UNMH has stable patient activity in August. The report on activity will be available next month.

Financial: UNMH finances through August are stable. The report on the results will be available next month.

Strategic Planning: Planning continues related to the replacement hospital design that has been approved by the Regents. Management is releasing the bidding request for proposals on 9/29/2017. The bidding engagement will retain the architects and engineers for the project and we will bring that back to the Board in subsequent meetings.

Human Resources: The turnover rates are now around 16% for the full workforce and 14% for nurses as a subset, about the same for the past year.

UNM Health System is continuing the journey on Mission Excellence and is using the Studer Group as a consultant. The organization had another successful quarterly Leadership Training Session the week of September 18th. The results of the event will be discussed at this meeting.

Native American Liaison: UNM Hospital Board created the Native American Liaison Committee to review compliance with the condition of the 1952 Contract, the Lease and the two Consents to amend the Lease. There is a request to review the Hospital compliance with the 100 bed provision of the Contract. We have provided a legal opinion about UNM’s interpretation of the provision and are waiting for an opportunity to engage in a dialogue on the matter. We have gotten a request on the areas of focus for service from the IHS for the budget for Fiscal Year 2018. We will host the All Pueblo Council of Governors at the Cancer Center later this year and will provide an update from the Hospital.

Bernalillo County: Management continues to interact with the County and the Indian Health Service on the Memorandum of Understanding (MOU). Currently the MOU is posted for public comment until October 7th 2017. Management will continue to keep the Board apprised of activity associated with the County MOU.

If there are any questions on this or other matters, please feel free to contact me.
To: Board of Trustees  
From: Irene Agostini, MD  
UNMH Chief Medical Officer  
Date: September 29, 2017  
Subject: Monthly Medical Staff and Hospital Activity Update

1. The average wait time for a patient from the Adult Emergency Department to be placed after admission for the month of August was 10 hours and 42 minutes. This time has increased by 18 minutes from August of 2016. UNMH remains greater than 90% capacity on average. We continue to ensure surgeries are not canceled due to capacity.

   - We sent 30 patients to an SRMC Inpatient unit instead of placing at UNM Hospital.

2. The Community Partnership with Lovelace Health system continues to be successful in putting the needs of the “Patient First”, allowing continued access to those patients that can only be cared for by UNMH. In the month of August:

   - 96 patients were triaged from the UNM Health System to Lovelace inpatient units.

4. Our ALOS (average length of stay) for August 2016 was 7.03 as compared to August 2016 which was 6.57. We continue to hardwire our new processes to decrease our ALOS despite accepting higher acuity patients. Our CMI (Case Mix Index) which is an indicator of complexity of the care was 2.51 FYTD 2018; this is an increase from FYTD 2017 when the CMI was 2.26.

5. Our provider engagement and satisfaction work initiated by the Physician Advisory Group (PAG) continues. Our “LEADing to Excellence” quarterly retreat occurred on September 18th and 19th. The Key Takeaways to Hardwiring Excellence include the following:
   - Quality and Safety as our number one priority
   - Cascading goal alignment
   - Behavioral expectations for all
   - Dyad partnerships
   - We are in this together, removing the “us” vs. “them” mentality

6. UNMH continues the passionate work of optimizing our Surgical Services foundational structure. The work of creating reliable and consistent process to serve the needs of New Mexican’s has shown good results. In the month of August the UNMH OR has a 67.5% On-Time start of all cases which have been stabilized over the last several months.

   The team continues to monitor and measure the time it takes to turn an OR room over (TOT) to be available for the next scheduled patient surgery. The overall target is 45 minutes, for the month of August the TOT was 64 minutes for the UNMH OR. We will continue to monitor and report this vital step in creating efficiency and safety for our patients. Our focus will be on TOT and we will be aggressively working to improve it.
UNM HOSPITAL BOARD OF TRUSTEES

Finance, Audit and Compliance Committee Meetings

Wednesday, September 27, 2017  11:00 a.m.
UNM Hospitals Administration, Large Conference Room

Objectives

- Provide compliance oversight of UNM Hospitals.
- Provide audit oversight of UNM Hospitals.
- Provide financial and human resources oversight of UNM Hospitals.

Compliance Committee Meeting:

I. Approval of meeting minutes from August 23, 2017

II. Compliance Update – presented by Purvi Mody

III. UNMHSC Institutional Compliance Plan – Presented by Purvi Mody

Audit Committee Meeting:

I. Approval of meeting minutes from June 20, 2017

II. Presentation of FY 17 External Financial Audit pursuant to exceptions at Section 10-15-1H NMSA (1978) and Section 12-6-5 NMSA (1978) – presented by KPMG

III. Internal Audits – IT Systems Access – Presented by Purvi Mody

IV. Risk Assessment – Presented by Purvi Mody

Finance Committee Meeting:

I. Approval of meeting minutes from August 23, 2017

II. Financial Results for the two months ended August 31, 2017

III. CEO Update
   a. Announced pending purchase of NM Health Connections by Evolent Healthcare
   b. Molina Healthcare claims issues and collaboration with NMHA

IV. HR Update – Presented by Sara Frasch
   a. Update on Vacancy Rates
   b. Employee Engagement Survey
   c. Talent Tracking System
   d. Bringing our Mission to Life
### UNM Hospital Board of Trustees
### Native American Liaison Committee

**Date:** August 23, 2017  
**Time:** 1:00 PM  
**Location:** CEO Conference Room, UNM Hospital Administration

#### Meeting Attendees
Christine Glidden, Steve McKernan, Rodney McNease, Jerry McDowell, Erik Lujan, Kristina Sanchez, Misty Salaz, Kori Beech, Pablo Padilla, Diana Heider, LuAnne Siow, Michael Chicarelli,

#### Minutes

<table>
<thead>
<tr>
<th>Agenda # /Subject</th>
<th>Status / Discussion</th>
<th>Action / Next Step Responsible Party</th>
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<tbody>
<tr>
<td>I.</td>
<td>Call To Order – 1. Ms. Glidden brought the meeting to order</td>
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<tr>
<td>II.</td>
<td>Approval of Agenda - Motion made by Ms. Glidden</td>
<td>Approved</td>
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<td>III.</td>
<td>Approval of Minutes – Motion made by Mr. Lujan</td>
<td>Approved</td>
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<td>IV.</td>
<td>Public Comment – There was no Public Comment</td>
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<td>V.</td>
<td>Mr. Padilla gave an update on the 100 bed language discussion. A draft Policy was</td>
<td>Scot Sauder, Pablo Padilla</td>
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<td>presented to the group for review. Mr. Padilla provided feedback around several areas of the proposed policy and will coordinate with Ms. Heider and Mr. Sauder on proposed language changes. Discussion around what happens if the 100 bed threshold is exceeded. The Policy will be discussed in detail at the next meeting after members have had time to review.</td>
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<td>VI.</td>
<td>Discussion of 100% FMAP status. UNMH has retained outside legal counsel to draft an opinion on behalf of UNMH and APCG that can be used by the Human Services Department in discussions with CMS to try to advance this initiative.</td>
<td>Accepted as information</td>
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<td>VII.</td>
<td>Discussion of September Tribal Consultation meeting and agenda. Review of Meeting</td>
<td>Kristina Sanchez, Misty Salaz</td>
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<td>agenda and presentation by the committee for feedback.</td>
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<td>VIII.</td>
<td>Bernalillo County Update- Brief discussion of the status of the proposed MOU with</td>
<td>Accepted as information</td>
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<td>Bernalillo County and IHS around the hospital lease. The MOU continues to be in</td>
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<td>discussion between the parties.</td>
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<td>IX.</td>
<td>New Business- There was no new business</td>
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<td>X.</td>
<td>Adjournment – Meeting was adjourned</td>
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<td>Adult Days for UNMH</td>
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<td>Adult Discharges for UNMH</td>
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<td>Adult Average Length of Stay for UNMH</td>
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<td>UHC Risk Based Adj ADULT LOS for UNMH</td>
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<td>Adult Observation Equivalent Patient Days</td>
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<td>Pediatric Days for UNMH</td>
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<td>Pediatric Discharges for UNMH</td>
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<td>Pediatric Observation Equivalent Patient Days</td>
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<td>Outpatient Clinic Visits for UNMH</td>
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<td>Emergency Department Visits for UNMH</td>
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<td>Urgent Care</td>
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<td>Operations</td>
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<td>Newborn Days for UNMH</td>
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<td>Births</td>
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<td>Days for all Behavioral Operations</td>
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<td>Visits for all Behavioral Operations</td>
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<td>UNM Care Enrollment</td>
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<td>Net Income (Loss) for all Operations</td>
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<td>&gt; $0</td>
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<td>Case Mix Index (CMI) - w/o newborn</td>
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<td>Re-Admission Rates</td>
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<td>Days Cash on Hand for UNMH</td>
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**Human Resources:**

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<td>FTEs (Worked) per adj patient day for all Operations</td>
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<td>5.45</td>
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<td>Hours of Care - UNMH Nursing</td>
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<td>17.89</td>
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<td>Paid FTE's for UNMH and BHOs</td>
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