UNM Hospitals Board of Trustees
OPEN SESSION – AGENDA
Friday, April 27, 2018 at 9:00 AM
Barbara and Bill Richardson Pavilion Conference Room 1500

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

II. ANNOUNCEMENTS

III. ADOPTION OF AGENDA

IV. PUBLIC INPUT

V. APPROVAL OF THE MINUTES
   • March 30, 2018 UNMH Board of Trustees Meeting Minutes – Jerry McDowell, Ph.D., Chair (Approval)

VI. MARCH ACTION ITEMS
   • Invite UNM students that won the Bio Design Competition with “Limitless Socket” to give a presentation of the new prosthesis that promises to revolutionize healing and mobility after lower-body amputations to a future Board of Trustees Meeting -- TBD

VII. BOARD INITIATIVES
   • Chairman’s Report – Jerry McDowell, Ph.D., Chair
   • Employee Engagement and Physician Engagement – Michael Richards, MD
   • Mission Excellence – Sara Frasch, Ph.D., SPHR
   • Modern Medical Facility Update -- Michael Chicarelli, DNP, RN, CEN
   • 100 Bed Preference -- Michael Chicarelli, DNP, RN, CEN
   • Carrie Tingley Hospital Healthcare Member Vacancy Nominee – Michael Chicarelli, DNP, RN, CEN (Approval)
     ❖ Karen Lanin nominated by Julia Barker, Advisory Board Community Member

VIII. ADMINISTRATIVE REPORTS
   • Chancellor for Health Sciences - Paul Roth, MD
   • CEO Report UNM Hospitals – Michael Chicarelli, DNP, RN, CEN
   • CMO Report UNM Hospitals – Irene Agostini, MD
   • UNM Board of Regents Update – Michael Chicarelli, DNP, RN, CEN

IX. COMMITTEE REPORTS
   • Quality and Safety Committee – Raymond Loretto, DVM
   • Finance, Audit & Compliance Committee – Terry Horn
   • Native American Services Committee – Erik Lujan
   • Community Engagement Committee – Christine Glidden

X. OTHER BUSINESS
   • March 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 XII were discussed in Closed Session; consideration of, and action on the specific limited personnel matters discussed in Closed Session.
March 30, 2018 UNMH Board of Trustees Meeting Minutes
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Subject/Discussion</th>
<th>Action/Responsible Person</th>
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<tbody>
<tr>
<td>Voting Members Present</td>
<td>Christine Glidden, Debbie Johnson, Erik Lujan, Terry Horn, and Nick Estes</td>
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<td>Ex-Officio Members Present</td>
<td>Dr. Paul Roth, Dr. Michael Chicarelli, Garnet Stokes, Dr. Irene Agostini, Dr. Jennifer Phillips, and Garrett Adcock</td>
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<td>County Officials Present</td>
<td>Clay Campbell</td>
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<td>I. Call to Order</td>
<td>A quorum being established, Ms. Christine Glidden, Co-Chair, called the meeting to order at 9:07 AM</td>
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| II. Announcements | Dr. Jennifer Phillips reported the following:  
  - Department of Neurology was recognized as a quality leader in February for reducing their mortality rate.  
  - Dr. Meghan Brett was recognized for improving the rates of hospital acquired infections (CAUTI and CLABSI).  
  - Dr. Rohini McKee was recognized as a quality leader in March for making improvements in the department of surgery quality scores – especially post-operative infections.  
  - Sara Frasch and Dr. Phillips are participating in a Vizient Collaborative around “Joy in the Workplace” in hopes of improving physician wellness, recognition, alignment and engagement.  
  - Patient Pathology results will be available in the patient portal after 30 days.  
  - UNM Research Team wins $50,000.00 Bio Design Competition with “Limitless Socket” UNM students designed a new prosthesis that promises to revolutionize healing and mobility after lower-body amputations.  
| | Dr. Michael Chicarelli announced the follows:  
  - Celebrating Physician’s Appreciation Day this morning with breakfast burritos and coffee in BBRP1500 prior to the Board of Trustees Meeting; Dr. Agostini thanked Dr. Chicarelli and UNMH for gifting the money to La Tierra Sagrada and the Children’s Hospital  
  - Colon Cancer Awareness Week – there is a walk-thru colon on the plaza  
  - Appreciate letter read from Donald Rumsfeld, Former U.S. Congressman |  |
## Agenda Item | Subject/Discussion | Action/Responsible Person
--- | --- | ---
### III. Adoption of Agenda
Ms. Christine Glidden, Co-Chair, requested a motion to adopt the agenda. | Ms. Debbie Johnson made a motion to adopt the agenda. Mr. Terry Horn seconded the motion. Motion passed with no objections. |
### IV. Consent Approval/Information
Dr. Michael Chicarelli and Ms. Ella Watt reviewed the consent items, which are being presented for discussion and approval (back-up documentation in BoardBook).
- TriMedx (Clinical Engineering)
- Cardinal Health
- Disposition of Assets
- Construction of UNMH Parking Lot #6
Ms. Ella Watt reviewed the below consent items, which are for information purposes.
- Repair/Renewal/Replacement of CPC Administration Building HVAC System
- Repair/Renewal/Replacement of UNMPC HVAC System to Include Chiller, Boilers and Controls
- Repair/Renewal/Replacement of CTH Roof
Mr. Terry Horn report the FACC discussed the above consent items at their March 28th meeting, and even though they did not have a quorum present, the committee recommends approval of the consents items presented. Ms. Christine Glidden, Co-Chair, requested a motion to approve the consent items submitted for approval. | Mr. Terry Horn made a motion to approve the Consent items presented for approval. Ms. Debbie Johnson seconded the motion. Motion passed with no objections. |
### V. Public Input
No Public Input | |
### VI. Approval of Minutes
Ms. Christine Glidden, Co-Chair, requested a motion for approval of the February 23, 2018 UNMH Board of Trustees Meeting Minutes. | Mr. Terry Horn made a motion to approve the February 23, 2018 UNMH Board of Trustees Meeting Minutes. Mr. Nick Estes seconded the motion. Motion passed unanimously. |
Ms. Christine Glidden, Co-Chair, requested a motion for approval of the February 23, 2018 UNMH Board of Trustees Meeting Minutes. | Mr. Nick Estes made a motion to approve the March 15, 2018, March 19, 2018, March 20, 2018 (Hotel Parq Central), and March 20, 2018 (Embassy Suites) UNMH Board of Trustees Meeting Minutes. Mr. Terry Horn seconded the motion. Motion passed unanimously. |
### VII. Action Items
Invite UNM students that won the Bio Design Competition with “Limitless Socket” to give a presentation of the new prosthesis that promises to revolutionize healing and mobility after lower-body amputations to a future Board of Trustees Meeting. | Invite UNM students that won the Bio Design Competition with “Limitless Socket” to give a presentation of the new prosthesis that promises to revolutionize healing and mobility after lower-body amputations to a future Board of Trustees Meeting. |
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| VIII. Board Initiatives | Chairman’s Report: Ms. Christine Glidden, Co-Chair, reported an event will be coordinated for the Board at Jerry McDowell’s house in mid-May – an invitation will be sent.  
Ms. Ella Watt presented the FY18 Revised and FY 19 Operating Budget, which is being presented for Board approval (report in BoardBook). Mr. Terry Horn reported that the FACC were thorough in going through the document with Ms. Watt and members of the committee. Ms. Christine Glidden, Co-Chair, requested a motion for approval.  
Ms. Ella Watt presented the FY18 Revised and FY 19 Capital Budget, which is being presented for Board approval (report in BoardBook). Mr. Terry Horn reported that the FACC were thorough in going through the document with Ms. Watt and members of the committee. Ms. Christine Glidden, Co-Chair, requested a motion for approval.  
Mission Excellence Update: Ms. Sara Frasch gave a brief summary on the March 9th LEADing to Excellence session. Raul Torrez was the Keynote Speaker. Congratulations were acknowledged to the Clinical Leadership Dyad Education (report in BoardBook).  
Ms. Christine Glidden, Co-Chair, reported at last month’s meeting Dr. Jerry McDowell, Chair, discussed creating the Community Engagement Committee and in appointing Board Members to standing committees. At that meeting, Dr. McDowell directed Ms. Glidden to Chair a working group on the logistics of a Community Engagement Committee. A working group was established to create logistics. The Community Engagement Committee’s Vision will be to help New Mexico communities build health care capacity and teach New Mexicans how to care for their community members and loved ones. Their Mission will be to develop and maintain partnerships to advance the hospitals’ mission and grow to meet community needs; listen and solicit feedback to understand the needs and desires of our community members to be in step with our community; and foster dialogue of cultural and societal inclusions to improve hospitals’ operations in meeting our patient care goal. Participants of this committee will include members who represent the Veteran or Government sector, the Hispanic/Latino population, the managed care organizations, and the office of the CEO. Board members represent medical staff, business sector, Tribal population, and Bernalillo County. Ms. Glidden thanked Sara Frasch for facilitating the group. Ms. Christine Glidden, Co-Chair, requested a motion to approve the Dr. Jerry McDowell, Chair, recommendation to create a Community Engagement Committee. | Mr. Terry Horn made a motion to approve the FY18 Revised and FY 19 Operating Budget. Mr. Erik Lujan seconded the motion. Motion passed unanimously.  
Mr. Terry Horn made a motion to approve the FY18 Revised and FY 19 Operating Budget. Mr. Erik Lujan seconded the motion. Motion passed unanimously.  
Ms. Debbie Johnson made a motion to approve the Community Engagement Committee. Mr. Terry Horn seconded the motion. Motion passed unanimously. |
### Agenda Item

Ms. Christine Glidden, Co-Chair, indicated at last month’s meeting Dr. McDowell, Chair, recommended the below Board Member assignments on Board Committees:

<table>
<thead>
<tr>
<th>Trustee</th>
<th>Executive &amp; Strategic Planning</th>
<th>Quality &amp; Safety</th>
<th>FAC</th>
<th>Native American Services</th>
<th>Community Engagement</th>
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<tbody>
<tr>
<td>Jerry McDowell</td>
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<td>Christine Glidden</td>
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<td>Ray Loretto</td>
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<td>Debbie Johnson</td>
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<td>Nick Estes</td>
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<td>Erik Lujan</td>
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<td>Joe Alarid</td>
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<td>Dr. Aimee Smidt</td>
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<tr>
<td>Terry Horn</td>
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Chair

Mr. Terry Horn made a motion to approve the Board Member’s assignments on Board Committees as presented. Ms. Debbie Johnson seconded the motion. Motion passed unanimously.

### IX. Administrative Reports

**Chancellor for Health Sciences Report:** Dr. Paul Roth reported the following: The Board of Regents approved the University Budget last week. There were an incredible list of CEO candidates, two interviews have been conducted and there are now three CEO candidates identified, who will be on site for more interviews and community interface – communication/invitations will be sent out once dates are confirmed.

**CEO Report:** (report in the Board Book).

**CMO Report:** (report in the Board Book).

**UNM Board of Regents Report:** Dr. Michael Chicarelli reported the Memorandum of Understanding (MOU) between Bernalillo County, IHS, and UNMH was presented at the March Board of Regents Meeting and approved.

### X. Committee Reports

**Quality and Safety Committee:** Dr. Jennifer Phillips gave a brief summary of the Quality and Safety Committee, which met on March 23rd.

**Finance, Audit & Compliance Committee:** Mr. Terry Horn gave a brief summary of the Finance and Audit Committee, which met on March 28th.

**Native American Services Committee:** Mr. Erik Lujan reported a formal meeting did not take place due to no quorum – they discussed the APCG Annual Event which will be held on April 19th – members encouraged to attend.

**Executive Committee:** No report.
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</thead>
<tbody>
<tr>
<td>XI. Other Business</td>
<td>February Financials reviewed (dashboard in BoardBook)</td>
<td>Ms. Debbie Johnson made a motion to move to Close Session. Mr. Terry Horn seconded the motion. The motion passed unanimously.</td>
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<td>XII. Closed Session</td>
<td>At 11:06 AM, Ms. Christine Glidden, Co-Chair, requested a motion to close the Open Session of the meeting.</td>
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<tr>
<td>XIII. Certification</td>
<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. Vote to Re-Open Meeting</td>
<td>At 11:28 AM, Ms. Christine Glidden, Co-Chair, requested a motion be made to return the meeting to Open Session.</td>
<td>Mr. Terry Horn made a motion to return to Open Session. Ms. Debbie Johnson seconded the motion. The motion passed unanimously. The Board of Trustees acknowledged receipt of the February 21, 2018 Medical Executive Committee (MEC) Meeting Minutes and the February 22, 2018 Quality and Safety Committee Meeting Minutes 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 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>
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<tr>
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<td>Ms. Christine Glidden, Co-Chair, requested the Board acknowledge receipt of the February 21, 2018 Medical Executive Committee (MEC) Meeting Minutes and the February 22, 2018 Quality and Safety Committee Meeting Minutes 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 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. Terry Horn made a motion to approve the Credentialing and Clinical Privileges as presented in Closed Session. Ms. Debbie Johnson seconded the motion. The motion passed unanimously.</td>
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<td>Ms. Christine Glidden, Co-Chair, requested a motion be made to approve the Credentialing and the Clinical Privileges as presented in Closed Session:</td>
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<tr>
<td>XV. Adjournment</td>
<td>The next scheduled Board of Trustees Meeting will take place on Friday, April 27, 2018 @ 9:00 AM at the University of New Mexico Hospitals in the Barbara &amp; Bill Richardson Pavilion (BBRP) 1500. There being no further business, Ms. Christine Glidden, Co-Chair, requested a motion to adjourn the meeting.</td>
<td>Ms. Debbie Johnson made a motion to adjourn the meeting. Mr. Terry Horn seconded the motion. The motion passed unanimously. The meeting was adjourned at 11:34 AM.</td>
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Employee Engagement and Physician Engagement
MISSION: Excellence
Engagement Update

Mike Richards, MD
Vice Chancellor of Clinical Affairs
Update Topics

Brief Overview

Provider Results

Next Steps

Progress To-Date

Phase I – What’s Done?

Provider Results

What is Missing?

National Academic Percentile Trends

Targeted Workplace Initiatives

Core M&E Initiatives

The Really Big Issues

Additional Foundational Initiatives
MISSION: Excellence Overview
Why MISSION: Excellence?

MISSION: Excellence is transforming UNM into a great place to work, learn and receive care.

- Enhance provider and staff **satisfaction** and **engagement**
- Produce **high-quality** outcomes
- Improve the **patient experience**
- Align our Health System
Progress To-Date

Phase I – What’s Done?

Aligned Goals
- Objective Evaluation System
- Leader Development

Aligned Behavior
- Must Haves®
- Performance Management

Aligned Process
- Standardization
- Accelerators

Foundational
MISSION: Excellence Activities To-Date

- Rounding for Outcomes
- Thank You Notes
- AIDET
- 10/5 Rule
- Behaviors of Excellence
- Stoplight Reports
- Aligned Goals for Leaders – Dyads, LEM
- Training for Leaders – LEADing to Excellence
- Quarterly Forums
- Senior Leader Rounding
- Employee and Provider Engagement Surveys
- Communications – Newsletters and Website
MISSION: Excellence Effort

- Eight LEADing to Excellence Conferences
- Eight rounds of MISSION: Excellence Quarterly Forums
- Out of all Health System employees/providers:
  - 7,637 have received AIDET training
  - 5,800 have been rounded on at least once

- Each month:
  - 2,500 rounds are completed
  - 2,000 issues are raised on Stoplight Reports
  - 1,100 issues are closed
  - 900 issues remain open

- Tens of thousands of “Thank You!” notes have been written
Provider Engagement Scores
# Provider Engagement Scores

<table>
<thead>
<tr>
<th></th>
<th>Full Survey 2017 (percentile ranking)</th>
<th>Pulse #3 2017 (percentile ranking)</th>
<th>Pulse #2 2017 (percentile ranking)</th>
<th>Pulse #1 2016 (percentile ranking)</th>
<th>Baseline 2015 Full Survey (percentile ranking)</th>
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<tbody>
<tr>
<td>Provider Alignment</td>
<td>15&lt;sup&gt;th&lt;/sup&gt;</td>
<td>18&lt;sup&gt;th&lt;/sup&gt;</td>
<td>20&lt;sup&gt;th&lt;/sup&gt;</td>
<td>23&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Provider Engagement</td>
<td>7&lt;sup&gt;th&lt;/sup&gt;</td>
<td>6&lt;sup&gt;th&lt;/sup&gt;</td>
<td>16&lt;sup&gt;th&lt;/sup&gt;</td>
<td>11&lt;sup&gt;th&lt;/sup&gt;</td>
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* The survey generates an “Alignment” score based on six questions and an “Engagement” score based on six other questions.
** The percentile score compares UNM providers to all academic providers in the Press Ganey national sample.
*** Each recurring pulse survey randomly includes one-third of providers in the UNM Health System.
Provider Engagement Results

December 2017 – Full Survey

Provider Engagement: 3.63
-0.34 from National Academic Provider Average
7th percentile of all Academic Providers

Provider Alignment: 3.27
-0.26 from National Academic Provider Average
15th percentile of all Academic Providers
Provider Engagement & Alignment Trends

National Academic Percentile Trends

- **Engagement %ile**
- **Alignment %ile**

**Graph Data:****
- **2015 Full**
- **Oct 2016 Pulse**
- **Jan 2017 Pulse**
- **Jun 2017 Pulse**
- **2017 Full**

- **Engagement %ile:**
- **Alignment %ile:**
Four of the seven questions in the Leadership Domain have a correlation higher than 0.70 for “Overall Satisfaction”

Five of the seven questions in the Leadership Domain have a correlation higher than 0.748 for “Recommend as a Good Place to Practice Medicine”

Seven departments perform above the organization metric for engagement

Eleven departments perform above the organization metric for alignment
Strategies to Enhance Provider Engagement

- UNM leaders are focusing on:
  - Addressing/resolving/closing the open issues in the MyRounding® site
  - Responding to the recommendations from the PAG (Physician Advisory Group), especially those relating to improving practice effectiveness and ease of practice
- Inclusion of Department Chairs in LEM, with a goal of rounding for each of them. Regular review of department chair progress, with expectations for rounding on clinicians by Senior Leaders
- Publish an organization Stop Light Report that highlights actions being taken at the organization level to improve engagement
- Communications and internal information (marketing) campaign to assure that ALL UNM providers are aware of progress
What is Missing?

Targeted Workplace Initiatives

Core M:E Initiatives

The Really Big Issues

Additional Foundational Initiatives
Action Items

- Renewed focus on physician engagement
  - Address Physician Advisory Group (PAG) White Papers
- Engagement and Wellness Efforts
- Communications
Physician Advisory Group (PAG)

- PAG White Papers
  - Inpatient
  - Outpatient
  - Surgical Care
  - Information Technology
Commitment of Health System leadership to:

- Provide transparent communication on progress
  - Quarterly Stoplight Report updates
- Role model collaboration
- Hold leaders accountable to tactics related to engagement and alignment
Engagement & Wellness Efforts

- Groups working to address burnout and wellness throughout the organization:
  - Provider Burnout Taskforce/Physician Wellness
  - UNMH Clinical Education Stress-Busting Class
  - UNMH Employee Well-Being Program
  - MISSION: Joy
MISSION: Excellence Communications

- Newsletters
  - “Managing Excellence” for all leaders
  - “MISSION Edition” for all staff and providers
- Website
- MISSION: Excellence Quarterly Forums
- Distribution lists

- LEADING to Excellence support
- Behaviors of Excellence support
- Videos and video contests
- Miscellaneous communications support
- M:E Mailbox
**MISSION: Excellence**

MISSION: Excellence is a bold initiative to fully integrate and align our Health System, improve the patient experience, produce high-quality outcomes and enhance provider and staff satisfaction and engagement. This journey requires that we all work collaboratively, be open to new ways of doing things and remain committed to achieving outcomes together.

By adopting industry best practices and utilizing tools that are proven to create an environment of service and clinical and operational excellence, greater accountability and transparency, MISSION: Excellence will help make UNM a rewarding place to work, learn and receive care.

Remember, MISSION: Excellence is a journey – and we will not reach our destination overnight. But, through small, incremental steps, the implementation of new tools and the commitment of our teams, we will see significant improvements as we create an organizational culture of trust, mutual respect and excellence.

**Important Dates**

Upcoming LEADING to Excellence Sessions:

The June LEADING to Excellence Conference is set for Thursday, June 14, 2018 at Sandia Resort and Conference Center! Training for select dyads will occur on Wednesday, June 13.

**MISSION: Excellence Team Structure**

Our journey of cultural transformation is being driven by the MISSION: Excellence Oversight Council. Comprised of health system leaders and clinicians, this team meets weekly to ensure that we are on the right track for achieving organizational alignment and clinical and operational excellence.

Under the guidance of the MISSION: Excellence Oversight Council, three foundational teams have formed to help the organization align its goals, behaviors and processes. These three foundational teams – Leadership Accountability, Quality Impact and Leadership Development – are further broken down into several sub-teams tasked with specific objectives that are aimed at accelerating change and sustaining optimal outcomes within the organization (see chart below).

Health System leaders, employees and providers at all levels are serving on these teams, and more teams will develop as we continue to move forward in our journey.
Phase II Communication Plan

- Internal Marketing Campaign
  - UNM Hospitals
  - Feature high-performing MISSION: Excellence role models
  - Frontline employees/providers
  - Message: WE Make it Better Because of YOU
WE Make it Better Because of YOU

- Recognizes the collective power of the individual at the UNM Health System to “make it better” for our patients, our community and each other
  - Builds upon the previously introduced “YOU Matter” message
Phase II Marketing Materials

- Large canvas boards
- Posters – pillar boards
- Elevator vinyl wraps
- Poster stands
- Window decals
- Lomas bridge banner
- Table tents

- “Ask me How I Make it Better” badge clips
- Promo items
- Social media
- M:E website banner
- Digital signs (HSC)
- Lock screens
WE make it better because of

MISSION: Excellence

Pediatric oncologist Stuart Winter, MD, was pleasantly surprised recently when he encountered former patient Courtney Nelson at UNM Hospital - where she is now a colleague. “It has been great to see her at UNM.”
Questions?
Mission Excellence
UNM Health System continues work on how to improve engagement scores, with a particular focus on physicians. Discussions brought to light the need for additional granularity of physician engagement scores, to include specific hospital (SRMC or UNMH) and the option for multi-location responses in one survey for individuals.

The M:E Communication Plan has been enhanced and includes marketing materials with the theme, “YOU Matter, We Make it Better.”

Dyad partnerships continue to be the focus of development for our unit and medical directors. Standard work templates are being built, tested, and communicated. Training for dyads is ongoing, with the additions of practical tools like operational meetings, safety meetings, and budget and goal setting meetings. The job descriptions, standard work, reporting structure and funding for geographic medical directors will be the point of discussion at the May 2, 2018 Committee of Chairs meeting.

Planning for the June LEADing to Excellence session has begun. We are intending to continue with the Physician specific breakout. A draft agenda will go to Health System leadership on May 10 for approval. Preliminary breakout topics include wellness, Magnet recognition, negotiation skills, dyad track training, utilizing your patient satisfaction scores for improvement. Keynote will focus on training leaders on how to conduct highmidlow conversations (performance conversations).
Modern Medical Facility Update
Modern Medical Facility Update

UNMH Board of Trustees

April 27, 2018
Principal Goals

• Improvement in patient access
• Improvement in patient safety outcomes
• Improvement in efficiency and cost of care
• Improvement in patient satisfaction

Current Operational Constraints

• Lack of capacity to meet current demand, reduce diversions
• Improved design for improved efficiency
• Replacing semi-private rooms
• Crowded and outdated operating suite

Overview

Start the process to replace the circa 1954 main hospital
## Phased Replacement Approach

<table>
<thead>
<tr>
<th>Approach</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Full Replacement Hospital</strong></td>
<td>• 360 Bed comprehensive hospital</td>
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<td>• Located north of Lomas, east of University</td>
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<td>• $690M Total Cost</td>
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<tr>
<td><strong>Phased Approach</strong></td>
<td>• Phase I – 120 Bed hospital stand alone facility</td>
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<td>• Diagnostic &amp; Therapeutics, Utility Plant, and Medical office building</td>
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<td>• $249M Total Cost</td>
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<tr>
<td><strong>Modified Phase I</strong></td>
<td>• Phase I – 48-120 beds, adjacent location</td>
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<td>• Limited or no Diagnostic &amp; Therapeutics, Utility Plant, and Medical office building</td>
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<td>• Lower Cost</td>
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Full Replacement Hospital
### Bed Size

- KSA consulting for program and demographic analysis
- Projected 360 inpatient adult medical surgical beds
- Adequate capacity for the next 10 years

### Current Operational Constraints

- UNM owned property
- North of Lomas and East of University.
- Balances a near contiguous location and long term development
Full Replacement Hospital

Program Plan

• 360 Adult Acute Medical Surgical Inpatient Beds
• 48 Adult Psychiatric
• Medical Office Building
• Surgical Suite
• Diagnostic Capabilities

Cost

• Acute Care Hospital  $591,660,188
• Medical Office Building  $77,175,000
• Rooftop Heliport  $2,660,000
• Surface Parking  $12,534,200

TOTAL  $684,029,388
Phased Approach
Replacement Hospital
Phase I

- Increase UNMH Adult Medical Surgical Inpatient bed capacity to 360 beds
  - New facility of 120 beds
  - Eliminate 66 semi-private rooms
- Increase operating room capacity by 6 rooms
- Increase diagnostic capacity
- Embed clinic platform
Phase I

- Diagnostic and Treatment center (D&T)
- 120 Inpatient Beds
- Medical Office Building (MOB)
- Central Utility Plant (mechanical)
- Service Tunnel
- Surface Parking

- Total cost = $248,814,000
- Architect fees = 6.0% or approximately $15,000,000
Modified Phase I
Modifications to Phase I

Re-evaluate all options for lower cost and increased efficiency.

- Adjacently or closer proximity
- Elimination/reduction of:
  - Central Utility Plant
  - Medical Office Building
  - Diagnostic & Therapeutics
Modifications to Phase I

Alternate Phase I Location
Next Steps and Timeline
Next Steps

• Planning & Design

• Deliverables
  1. Evaluation of Phase I Options
  2. Site Planning for 48-120 beds
  3. Complete Design
  4. Schematic Diagrams
  5. Construction documents & Management
Timeline

- **May 2018** – Complete Financial Analysis
- **June 2018** – Initiate Architecture Planning Process
- **March 2019** – Planning and Design Document Complete
- **August 2019** – Final Bid Document Complete
- **March 2020** – Construction Begins
- **March 2023** – Occupy the Modern Medical Facility
THANK YOU
100 Bed Preference
Native American Services
Inpatient Priority Access Policy

POLICY:

It is the policy of the UNM Hospitals to endeavor to comply with the 1952 Contract between the United States, the Board of County Commissioners of Bernalillo County, and the Board of Trustees of the Bernalillo County Hospital (the “1952 Federal Contract”), which was authorized by Public Law No. 81-438 (October 31, 1949) (the “1949 Appropriation Statute”), as the 1952 Federal Contract was assumed by the University under the Lease Agreement for Operation and Lease of County Healthcare Facilities, as amended (as amended, the “Lease Agreement”). In this connection, it is the policy of UNM Hospitals to have and make available to Native American patients (who meet the definition of “Indian” as provided in the 1952 Federal Contract), not less than 100 of its beds for Native Americans; provided that first call on and priority to the use of those 100 beds so reserved shall go to Native Americans from New Mexico Pueblos, on the terms and subject to the conditions of the 1952 Federal Contract.

In making the 100 beds available to Native Americans on a priority basis, UNM Hospitals will abide by the requirements imposed on it by the federal Emergency Medical Treatment and Labor Act (EMTALA) in providing care to patients at UNM Hospital. The Medical Staff of the UNM Hospitals will prioritize bed availability under this policy based on the Medical Staff’s determination of the medical needs of all hospital patients.

It is the policy of the UNM Hospital that, except for the priority access to the 100 beds, that Native Americans are entitled to hospitalization, treatment and accommodation on the same basis as any other person, as provided in the 1952 Federal Contract.

DETAILED POLICY STATEMENT:

The UNM Hospitals have a unique obligation to Native American patients and those Native Americans seeking care, who meet the definition of “Indian” in the 1952 Federal Contract.
This obligation was created in both the 1949 Appropriation Statute and the 1952 Federal Contract. The Regents of the University of New Mexico (the "University") agreed, in leasing the former Bernalillo County Medical Center from Bernalillo County in 1978, to receive and treat Native American patients in accordance with the 1952 Federal Contract. In 1999, when the Lease Agreement was signed and became effective, the University assumed all of Bernalillo County’s obligations under the 1952 Federal Contract, except the obligations relating to the imposition of a mil levy for the operation and maintenance of the UNM Hospital.

It is the policy of the UNM Hospitals to work to comply with the 1952 Federal Contract such that UNM Hospitals will endeavor to have and make available to Native American patients (who meet the definition of “Indian” as provided in the 1952 Federal Contract), not less than 100 of its beds for Native Americans; provided that first call on and priority to the use of those 100 beds so reserved shall go to Native Americans from New Mexico Pueblos, as provided in the 1952 Federal Contract.

In making the 100 beds available to Native Americans on a priority basis, UNM Hospitals will also work to abide by the requirements federal Emergency Medical Treatment and Labor Act (EMTALA) in providing care to patients at UNM Hospital. The Medical Staff of UNM Hospitals will prioritize bed availability under this policy based on the Medical Staff’s determination of the medical acuity and needs of all hospital patients.

It is the policy of the UNM Hospital that, except for the priority access to the 100 beds, that Native Americans are entitled to hospitalization, treatment and accommodation on the same basis as any other person, as provided in the 1952 Federal Contract. In order to mitigate the demand for inpatient beds by all persons seeking care at UNM Hospital, UNM Hospital will work to enhance access for all patients, including Native American patients, to UNM Hospitals’ outpatient clinics.

ELIGIBILITY CRITERIA

In order to qualify for the Pueblo Preference related to priority access to inpatient services a Native American Patient must be a verifiable tribal member of a New Mexico Pueblo.

PROCEDURE

As part of the patient registration process at UNM Hospitals patients are asked to provide demographic information that includes information related to Tribal Affiliation. Native American patients belonging to a New Mexico Pueblo will be identified in the electronic record and scheduling systems to prioritize access to inpatient services, based on the
medical acuity of all hospital patients. The relative acuity and medical urgency as between presenting patients shall be determined by the Medical Staff of UNM Hospitals.

CONTACT INFORMATION

Patients may contact the UNM Hospitals Office of Native American Health Services at 272-1612 for assistance with scheduling or access to services under this policy.

Patients may also contact the UNM Hospitals Patient Advocate at 272-2121 if they wish to file a grievance or appeal related to their treatment under this policy.

ANNUAL REVIEW OF POLICY:

The UNM Hospitals Board of Trustees, and through the Native American Services Committee, will conduct an annual review of this Policy and its effectiveness in conjunction with the All Pueblo Council of Governors and/or its Health Committee. The Native American Services Committee will report the results of the annual review to the UNM Hospital Board of Trustees.

Michael Chicarelli, Interim CEO, UNM Hospitals

Date

Development Date: ____________________________
Developed by: _______________________________
Revised Date: _______________________________
Reviewed By: _______________________________
Approved By: _______________________________
Approved Date: ____________________________
Karen Lanin nominated by Julia Barker, Advisory Board Community Member
Karen Lanin  
10318 Oso Redondo NE  
Albuquerque, New Mexico 87111  
505 332-7112  
knlinan@gmail.com

Qualifications:

Extensive experience in psychotherapeutic treatment with the primary focus on children and families in a variety of settings.

Evaluation, assessment and direct services based on clinical social work training and continuing professional training.

Program consultation; participation in interdisciplinary practices; supervision and training.

Personal experience dealing with long-term illness and interface with medical and community services.

Volunteer with Albuquerque chapter of Assistance League.

Professional Experience:

Behavioral Health Practitioner, Child and Adolescent Team, Lovelace Health Systems, Albuquerque, New Mexico 1991-2004

Independent Clinical Social Worker, Private Practice, Albuquerque, New Mexico 1983-1991

Social Worker/Staff Psychotherapist, Programs for Children, University of New Mexico Mental Health Center, Albuquerque, New Mexico 1977-1983

Clinical Social Worker, Whitman Center for Counseling and Psychotherapy, Brooklyn, New York 1973-1975

Clinical Social Worker/Psychotherapist, Childville Residential Treatment Center, New York, New York 1968-1972

Education:

MSSW, 1968, School of Social Work Columbia University, New York

BA, 1959, Psychology University of Minnesota, Minneapolis
### Community Members

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<tr>
<th>Name</th>
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<tr>
<td>Sarah Nelson Howse</td>
<td>Term 2</td>
<td>1730 Ridge Pointe Loop</td>
<td>11615 Terracita Lane, SE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Santa Fe, NM 87506</td>
<td>Albuquerque, NM 87123</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(505) 424-8067 home</td>
<td>(505) 681-5998 home</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(505) 954-2334 work</td>
<td>(505) 845-8660 work</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:Sarah_Howse@pmsnet.org">Sarah_Howse@pmsnet.org</a></td>
<td><a href="mailto:neall@haughtmail.com">neall@haughtmail.com</a></td>
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**Julia C. Barker**

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<tr>
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<tr>
<td></td>
<td></td>
<td>4313 San Pedro NE, #B-207</td>
<td>11216 Desert Classic Lane, NE</td>
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<tr>
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<td></td>
<td>Albuquerque, NM 87109</td>
<td>Albuquerque, NM 87114</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(505) 916-7856</td>
<td><a href="mailto:JSeabark@gmail.com">JSeabark@gmail.com</a></td>
</tr>
<tr>
<td></td>
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### Healthcare Members

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<tbody>
<tr>
<td>Margaret Armstrong</td>
<td></td>
<td>1127 University Blvd. NE</td>
<td>11216 Desert Classic Lane, NE</td>
</tr>
<tr>
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<td></td>
<td>Albuquerque, NM 87102</td>
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</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:marmstrong@salud.unm.edu">marmstrong@salud.unm.edu</a></td>
<td><a href="mailto:swhisl@salud.unm.edu">swhisl@salud.unm.edu</a></td>
</tr>
<tr>
<td></td>
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### Parent Members

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<tbody>
<tr>
<td>Mary Blessing</td>
<td></td>
<td>12346 Los Arboles NE</td>
<td>1419 Saunders Rd., SW</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Albuquerque, NM 87112</td>
<td>Albuquerque, NM 87105</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(505) 463-8923</td>
<td>(505) 224-4000 ext. 52323 work</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:MaryJBlessing@comcast.com">MaryJBlessing@comcast.com</a></td>
<td><a href="mailto:MShannon3@cnm.edu">MShannon3@cnm.edu</a></td>
</tr>
<tr>
<td></td>
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<td>Appointment Expiration: May 2020</td>
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**Vacant**

### Ex-Officio

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<tbody>
<tr>
<td>Garrett Adcock, Student Regent</td>
<td></td>
<td><a href="mailto:gacock@unm.edu">gacock@unm.edu</a></td>
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**Philip E. Prevender, CFP (CTHF Member)**

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<td>(505) 798-2625 work</td>
<td>(505) 379-6511 cell</td>
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<tr>
<td></td>
<td></td>
<td><a href="mailto:Phil@prevender.com">Phil@prevender.com</a></td>
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**Doris Tinagero, ED**

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<td><a href="mailto:DTinagero@salud.unm.edu">DTinagero@salud.unm.edu</a></td>
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**Maribeth Thornton, ED**

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<td><a href="mailto:MThornton@salud.unm.edu">MThornton@salud.unm.edu</a></td>
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**Selina Silva, MD**

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<td></td>
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<tr>
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<td></td>
<td><a href="mailto:SSilva@salud.unm.edu">SSilva@salud.unm.edu</a></td>
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64/73
MEMORANDUM

To: Board of Trustees

From: Michael Chicarelli
Interim Chief Executive Officer

Date: April 27, 2018

Subject: Monthly Activity Update

The Hospital has been involved in a variety of activities and this report will focus on operations through March 2018.

Quality: This section reflects data through January 2018 which is the latest data available through Vizient. UNMH continues the drive to improve overall quality and patient experience by focusing on items of low performance in the Vizient Quality and Safety report. As of the writing of this memo, the March data is unavailable. The March data will be presented along with the April data at the May Board meeting.

Statistics: UNMH patient volume remains flat year to date compared to prior year. Patient days are 1% lower year over year in total with pediatric patient days accounting for a 9% decrease year over year. Discharges are flat to budget and 1% higher over prior year activity. Outpatient activity is reported as 5% favorable compared to prior year and flat to budget. Length of stay is 1% lower than budget and 2% lower than prior year. Emergency visits are 5% greater than budget and 11% higher than prior year. Case mix index is 2% below prior year and FY 18 budget.

Financial: UNMH finances through March 2018 are slightly improved. Net margin year to date is positive at $4,337,000 YTD. This sudden increase in margin is related to the expansion of the specialty pharmacy program which delivered increased revenue this month as well as the control of expenses.

Strategic Planning: Management has assembled a multidisciplinary team consisting of medical staff, hospital staff and HSC leaders to begin the RFP scoring process and choose an architect for the design phase of the modern medical facility. Management expects this process will take up to 40 days and intends on continuing to update the Board often to include a presentation in today's meeting. The next scoring meeting is scheduled for May 4th and will include in-person presentations from each of the respondents. Once an architectural firm is chosen and begins work, management will explore multiple options in order to ensure that we arrive at a model that will sustain our commitment to high-quality care delivery. In addition, while the modern medical facility work continues, leadership is exploring ways to expand the capacity of our current care delivery infrastructure.

Human Resources: The turnover rate rolling year to date is 15.33% for the full workforce and 14.39% for nurses as a subset. Each data point is relatively flat year over year. UNMH currently has 5973 employed FTEs which is 325 (5.17%) less than budget. The hiring rate of nurses and non-nursing staff continues to be stable.

Management has entered contract negotiations with the District 1199 and CWA Unions. Management will keep the Board updated on the progress and outcomes of the negotiation process at future meetings.
Native American Liaison: The Native American Liaison Committee continues to review compliance with the condition of the 1952 Contract, the Lease and the two Consents to amend the Lease. Work continues on the review of the Hospital compliance with the 100 bed provision of the Contract. Management has included this topic as an agenda item for discussion at today’s meeting.

The Annual UNMH Spring Consultation visit with APCG was held on the morning of April 19th. Management presented data related to hospital performance and an update on the modern medical facility progress.

Bernalillo County: The Memorandum of Understanding (MOU) between Bernalillo County, IHS and UNMH was presented at the March Board of Regents meeting and approved. The MOU has been signed by all parties and is fully executed. Management is in the process of developing the reporting material as outlined in the MOU and will keep the Board updated as the documents are developed. Pursuant to the MOU, the agreements for case management services and the County’s Resource Re-entry Center are being developed in coordination with Bernalillo County leadership and the Pathways Community Advisory Group. Each agreement is nearing completion and are expected to be presented at next month’s board meeting.

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: April 27, 2018

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 March 2018 was 8 hours. For March 2017 it was 8 hours and 36 minutes, this is a decrease wait time of 36 minutes. UNMH remains greater than 90% capacity on average. We continue to ensure surgeries are not canceled due to capacity.

   • We sent 41 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 March:

   • 76 patients were triaged from the UNM Health System to Lovelace inpatient units.

3. The ALOS (average length of stay) for adults without OB at UMH for March 2018 has improved to 6.42 days as compared to March 2017 which was 6.70. The FYTD 2018 ALOS is 6.84 which is an increase as compared to FYTD 2017 when it was 6.70. We continue to hardwire processes to decrease our ALOS while continuing to accept higher acuity patients by planning for discharge upon patient admit. This proactive planning of patient discharge will continue to evolve as we identify and address barriers and shift focus.

   Our Internal Length of Stay Index for February was 0.94 with a Case mix index (CMI) of 2.15 as reported through our nationally comparative systems network Vizient.

4. Our “Mission Excellence” journey moves forward with proven tools, expectations and behaviors. We are concluding our Quarterly Forums this week. Our next retreat will occur on June 14th and we anticipate a great turnout of providers, nurses and administration.

5. UNMH Surgical Services continues to build a solid foundational structure. This work of creating reliable process to serve the needs of New Mexican’s has preliminarily shown good results in the on-time start of operating room cases. In the month of March the UNMH main OR has a 62% on-time start of all cases, BBRP has a 65% and OSIS has a 76% on-time start.

   The team has begun to monitor and measure the time it takes to turn an OR room over (TOT) to be available for the next scheduled patient surgery. For the month of March the TOT was 69 minutes for the UNMH main OR, BBRP has 53 minute TOT and OSIS has a 43 minute TOT. We will continue to monitor and report this vital step in creating efficiency and safety for our patients.
Finance, Audit & Compliance Committee
UNM HOSPITAL BOARD OF TRUSTEES
Finance, Audit and Compliance Committee Meetings

Wednesday, April 25, 2018 10:00 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.

There was no Compliance Committee meeting

Finance Committee Meeting:

I. Approval of meeting minutes from February 21, 2018 and March 28, 2018
II. Financial Update for the nine months ended March 31, 2018 – Presented by Ella Watt
III. HR Update – Presented by Sara Frasch
   a. Vacancy and turnover rates
   b. Communication activities
   c. Employee picnic at Rio Grande Zoo 5/19
   d. Union negotiations have started
IV. CEO Update – Presented by Michael Chicarelli
   a. Bernalillo County meeting

Audit Committee Meeting:

I. Approval of meeting minutes from January 24, 2018 and March 28, 2018
II. FY 18 Financial Statement Audit Entrance Conference – Presented by Jaime Cavin and Mark McComb from KPMG
March Financials
## Finance and Audit Committee Dashboard Report

**Year To Date as of March 2018**

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<th>Metric</th>
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<th>YTD</th>
<th>YTD Budget</th>
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<td>LOS for Adult Days has up from budget and PYTD</td>
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<td>Days for all Behavioral Operations</td>
<td>↑</td>
<td>↑</td>
<td>17,779</td>
<td>17,456</td>
<td>17,143</td>
<td>Up from PYTD in UPC and CPC</td>
<td></td>
</tr>
<tr>
<td>Visits for all Behavioral Operations</td>
<td>↑</td>
<td>↑</td>
<td>120,171</td>
<td>119,323</td>
<td>115,574</td>
<td>Up from budget and up from PYTD</td>
<td></td>
</tr>
<tr>
<td>UNM Care Enrollment</td>
<td></td>
<td></td>
<td>6,876</td>
<td></td>
<td>6,471</td>
<td>20,227 Medicaid applications processed</td>
<td></td>
</tr>
<tr>
<td>Net Income (Loss) for all Operations</td>
<td></td>
<td>&gt; $0</td>
<td>$4,337</td>
<td>$3</td>
<td>$199</td>
<td>(in thousands)</td>
<td></td>
</tr>
<tr>
<td>Case Mix Index (CMI) - w/o newborn</td>
<td>↑</td>
<td>↓</td>
<td>1.940</td>
<td>1.987</td>
<td>1.972</td>
<td>Re-admission rates</td>
<td></td>
</tr>
<tr>
<td>Re-Admission Rates</td>
<td>↑</td>
<td>↑</td>
<td>10.52%</td>
<td>9.50%</td>
<td>10.42%</td>
<td>Patients re-admitted within 30 days of discharge, thru December, 2017, PY through December, 2016 as reported by UHC</td>
<td></td>
</tr>
<tr>
<td>Days Cash on Hand for UNMH</td>
<td>↑</td>
<td>↑</td>
<td>82.73</td>
<td>26.22</td>
<td>71.22</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTEs (Worked) per adj patient day for all Operations</td>
<td>↑</td>
<td>↑</td>
<td>5.33</td>
<td>5.53</td>
<td>5.53</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours of Care - UNMH Nursing</td>
<td></td>
<td></td>
<td>17.48</td>
<td>16.63</td>
<td>17.70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid FTE's for UNMH and BHOs</td>
<td>↑</td>
<td>↑</td>
<td>6,146</td>
<td>6,114</td>
<td>6,076</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid FTE's for CC</td>
<td></td>
<td></td>
<td>186</td>
<td>221</td>
<td>165</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>