

**Regular Meeting of the Board of Directors
Minutes
October 10, 2018
8:00 – 10:00 a.m.**

DIRECTORS PRESENT: Martha McGrew, M.D. (Vice-Chair)
Michael Richards, M.D. (Chair)
Gary Mlady, M.D.
Melissa Ivers, D.M.D.
Loretta Cordova De Ortega, M.D.
Robert Schenck, M.D.
Chris Pacheco
Steve McLaughlin, M.D.

DIRECTORS ABSENT: Kendall Rogers, M.D.

OFFICERS PRESENT: Donna Sigl (Secretary)
Marjorie Goldstein, CFO
Robb McLean, CMO
Jill Klar, CEO & COO

OFFICERS ABSENT: None

OTHERS PRESENT: Rebecca Ruddell
Erica Richards
Catherine Russell
Debbie Begay
Dina Ortiz
Summer Bloise
John Paul Montoya
Andy Baatz
Jared Udall
Mary Swanson
Kristin Gates

GUESTS: None

1.0	Called To Order and Confirmation of Quorum	Action
	A quorum being established, Chairman Dr. Michael Richards called the meeting to order at 8:03 a.m.	
2.0	Opening Comments	Action
	None	
3.0	Recognition - Mission Moment	Action
	Jill Klar provided a "Mission Moment" video. This video highlights the School Based Health Clinic.	
4.0	Approval of Minutes, Board of Directors Meeting of August 8, 2018	Action
	Chairman Richards made a motion to approve the minutes from the August 8, 2018 Board of Directors meeting.	Dr. Martha McGrew made the motion to approve. Dr. Stephen McLaughlin, 2 nd motion. Motion carried.
5.0	Public Comment	Action
	None.	
6.0	Report from the Audit & Compliance Committee	Action
	Chairman Michael Richards introduced Chris Pacheco to provide the Audit & Compliance Committee report. Mr. Pacheco presented the minutes from the August 28 th and September 26 th meetings. August 28 th meeting was held in Executive Session.. September 26 th meeting -KPMG presented the draft audit for this year. Two highlights from the audit included no findings and no adjustments.	
7.0	Report from the Finance Committee	Action
	Dr. Michael Richards recognized Dr. Martha McGrew to report for the Finance Committee. Dr. McGrew introduced the minutes for the Finance Committee meetings from September 5 th and October 3 rd .	Chairman Richards initiated a motion to accept the September 5 th and October 3 rd , 2018 minutes. Dr. Melissa Ivers made a motion to approve and Dr. Loretta Cordova de Ortega 2 nd . Motion carried.
7.1	Adaptive Insights - Budget Software	
	Marjorie Goldstein stated the Medical Group has been looking to replace the current budget software system that has been utilized for the past four years. Adaptive Insights was selected as the replacement. Finance Committee approved electronically and received unanimous consent and the Executive Committee of the Medical Group approved last week. This was informational only – no vote required.	

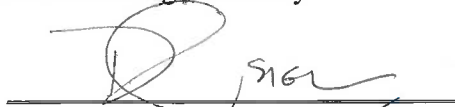
7.2	<p>Revenue Cycle Update JP Montoya reported and provided the monthly dashboard numbers through September. Mr. Montoya shared that they are focusing on coder process and coder variability. Mr. Montoya further stated that they will be postin for a new position of charge entry manager. Main goal will be to take the lead on schedule reconciliation, i.e. surgical services and paperless process.</p> <p>Financial Report for August – Marjorie Goldstein reporting:</p> <ul style="list-style-type: none"> wRVU's – FY19 vs FY18 – 1.2% above last year, 13% below budget Collections – 9.9% above last year. 7.1% below budget Reduction in A/R thru cash collections – Cash was lower in than what it has been in prior years. Month of September, lower than months of July and August and will therefore collection per RVU will come in a little weaker. Large negative budget variance with respect to wRVUs. \$77K, large component is due to anesthesiology, which is almost 1/3 of the total. Clinic income – total YTD of \$80K compared to last year budgeted loss of \$247K for this same time last year. Truman is the largest contributor to this, \$492K. Medical Group management costs are coming in below budget. \$2.4M were budgeted for the first two months. Costs are coming at \$1.4M, gap will not stay like this, we will catch up. Lovelace/ UNM Rehab - \$541K for the first two months. Collections/ Purchase Services – due to purchase services going back to the School of Medicine. Up compared to last year 15.6%. Collections only up 8%. Costs of Medical Group were held below budget. Income statement – Pharmacy revenues very strong \$4.5M. We do see an increase in Pharmacy expenses. 	<p>Compare same payor group to FPSC for next meeting.</p> <p>Collections per wRVU, need to understand the unexpected performance.</p> <p>Chairman Michael Richards asked for a motion to accept the financial report from YTD August. Dr. Martha McGrew made the motion to approve and Dr. Melissa Ivers 2nd motion. Motion carried.</p>
	<ul style="list-style-type: none"> Other Revenues - \$331K. \$140K settlement with Humana included in this figure. This is unrealized gains on our investment. Lovelace Joint Venture - Equity in our earnings. We have investment income of \$100K. Balance Sheet for our Medical Group is strong. This is due to an increase from our affiliates, which is primarily the Hospital. 	
8.0	<p>Operations Committee</p>	
	<p>Dr. Stephen McLaughlin reported:</p> <ul style="list-style-type: none"> Planning next deep dive, which will be OB/GYN in November. Looking at Medicare changes. Updates on medical student documentation. First group to do this was Family Community Medicine. Went live in emergency medicine in October. Transition of Sports Medicine Clinic to the Medical Group going well. 	<p>Motion introduced by Chairman Michael Richards to accept meeting minutes for August 15th and September 19th, 2018. Dr. Gary Mlady made a motion and Dr. Melissa Ivers 2nd. Motion carried.</p>
9.0	<p>Clinic Operations Update</p>	
	<p>Chairman Dr. Michael Richards introduced Rebecca Ruddell to provide the Clinic Operations update. Ms. Ruddell provided a snapshot of the YTD dashboard for FY19, with supporting material.</p> <ul style="list-style-type: none"> Billed visits are significantly down to budget 	<p>Motion requested from Chairman Michael Richards to</p>

	<ul style="list-style-type: none"> • Charges & collections are down to budget • Bump rate below target • Cancellations and no-show rates are too high • RVUs are down to budget • Collections per RVU are up to budget, ~21% • Non-billable charges have gone down 28% year-over-year • Charge lag for all Medical Group Clinics are down to 20 days • Major reasons why visits and RVUs are down is due to the Spine Clinic expansion. Will need to reforecast the Spine Clinic mid-year. • School Based Health is very seasonal – their budget is annualized <p>Requested approval from the Board to move forward on assuming operations of the Athletics Clinic. Proforma is a one year proforma, not an on-going proforma. Working towards a November 1st start date. Salaries for providers who provide services in this clinic are budgeted through the School of Medicine Budget for FY19 and will stay there for this first year.</p>	<p>accept the Clinic Operations Report. Motioned by Dr. Martha McGrew and 2nd by Dr. Gary Mlady. Motion carried.</p> <p>Motion requested from Chairman Michael Richards for a motion to move forward on the Athletics Clinic to Medical Group. Motioned by Dr. Martha McGrew and 2nd by Dr. Robert Schenck. Motion carried.</p>
10.0	CEO Report	
	<p>Jill Klar reported. A/R is at the second lowest point that it has been in the last 15 months. This is a challenging environment given how we are structured. Ms. Klar recognized JP Montoya for the work he and his team are doing.</p> <p>Ms. Klar presented the following recognitions:</p> <ul style="list-style-type: none"> • Melissa Romine, Alex Sanchez and Carly Newlands on the job they continue to do on communications and branding for the Medical Group and the Health System. • Dr. Robert Schenck and Jason Perry and team, SRMC Orthopedics.. • Lovelace/UNM Rehab Hospital. This facility has been recognized as best places to work in healthcare by Modern Healthcare, the magazine. <p>Team/Organization changes.</p> <ul style="list-style-type: none"> • Pleased to acknowledge Dr. Melissa Ivers as the Associate Chief Medical Officer. This is a new position being introduced by the Medical Group. Dr. Ivers will begin her role next week. • Ms. Klar further announced Dr. Robb McLean as the Chief Medical Officer for the Medical Group. <p>Additional changes:</p> <ul style="list-style-type: none"> • Recently moved our payment posting department under Revenue Cycle, JP Montoya will lead. • Welcomed Jared Udall as the new Sr. Executive Director of Finance and Controller. • Marjorie Goldstein, CFO will be engaged at a more strategic level and helping to support building out the future vision of the Medical Group. • Data Team will remain heavily engaged with Rachael Rodriguez to continue to align our data across the health system. 	<p>Dr. Michael Richards requested a motion to accept the CEO report. Dr. Martha McGrew made a motion to approve the CEO report. Dr. Stephen McLaughlin 2nd motion. Motion carried.</p>

	<p>Ms. Klar provided the final BIG 8 Dashboard in Tableau. She noted that Tableau is the business intelligent tool chosen by Health System and is its future state of where we are heading in building this out for all entities.</p> <p>FY18 Goals/Achievements:</p> <ul style="list-style-type: none"> • Reduce Medical Group clinic losses by \$200K – Achieved by more than \$500K • Increase dental ASC surgical cases by 2.1% - Achieved • Implement SRMC provider activity system – Fully implemented • Improve SRMC budgeted wRVUs – Achieved by 4.3% over budget • Margin optimization – Achieved by more than 10.5% • School of Medicine Dean’s Tax– Achieved 100% • Mission Excellence – Achieved 90% compliance <p>BIG 8 – FY19</p> <p>Ms. Klar highlighted the key components of the BIG 8 for FY19.</p> <ul style="list-style-type: none"> • Mission Excellence – Dr. Robb McLean and Dr. Melissa Ivers will be meeting with the Clinics and their Dyads to support effective roll out of Mission Excellence activities, including rolling out the medical director job descriptions. • Rounding – 55% complete in rounding tool. Working to document additional completed rounding in the tool. • Change Leadership Teams kicked off this week. 	
11.0	Interim Chief Medical Officer Report	
	<p>Dr. Robb McLean reported.</p> <ul style="list-style-type: none"> • New ACMO Role – Dr. Melissa Ivers • Provider Voice Survey • Clinic In-Service Development • Support the School of Medicine & the Entities • Strategy and how the Medical Group will expand its services. <p>Will be bringing back a more detailed plan regarding all of these initiatives.</p> <p>New Medical Group provider staff physicians:</p> <ul style="list-style-type: none"> • Dr. Karen Mehouse • Dr. Jeremy Snyder • Dr. Helen Oquendo del Toro • Dr. Joshua Wrighten • Dr. Bruce Williams has submitted his resignation for the Truman medical directorship and will be posting for this position. • The Cancer Center is looking to recruit a cancer provider • SRMC posting critical care ½ time position <p>Provider voice survey results received. Looking at provider alignment and engagement. No significant change in ranking from our 2017 survey. Challenges include pride in the institution and willingness to recommend for patients. Additionally recommending this institution to colleagues. Response time remained low. This is an opportunity of engagement.</p> <p>As Dr. McLean and Dr. Ivers begin their new roles, they will be focused heavily on what is important to our providers. Are there areas that we are underperforming for them. Need to improve confidence in senior leadership. Communication is a big opportunity for improvement. Need to emphasize where we are seeking provider and staff input on changes and how it is going to be used across the health system.</p>	<p>Chairman Richards requested a motion to accept the CMO report. Motion made by Chris Pacheco and 2nd by Dr. Martha McGrew.</p> <p>Dr. Michael Richards requested a motion to accept the Clinical Policies and Procedures. Motion made by Dr. Martha McGrew and 2nd by Gary Mlady.</p> <p>Dr. Michael Richards requested a motion to approve the Executive</p>

	<p>Dr. Michael Richards stated he will be taking these results to the Committee of Chairs which will be another venue for additional conversation and a provider voice and the approach going forward. Will be working with Press Ganey and Studer to provide a recommendation.</p> <p>Dr. Robb McLean reported on Clinical Policies & Procedures. The one most significant for providers and staff relates to the HIPPA use and disclosure. This is a health system update to our policies. This policy addresses how employees access their own medical records.</p> <p>Executive Committee reports. Dr. Michael Richards stated two action items listed, both of which have been discussed. Operational improvement initiative and the budgeting software.</p> <p>Resolution appointing Dr. Robb McLean as the Chief Medical Officer for the UNM Medical Group, effective October 10, 2018. As a point of clarification, Dr. Michael Richards proposed a slight modification to the resolution to state that the intent is Dr. McLean shall be the Chief Medical Officer and an Officer of the Corporation subject to and set forth in the bylaws. Dr. Richards checked with Legal Counsel to seek agreement.</p>	<p>Committee Report. Motion made by Dr. Martha McGrew and Dr. Stephen McLaughlin. Motion carried.</p> <p>Dr. Michael Richards asked for a motion to accept the resolution appointing Dr. Robb McLean as Chief Medical Officer and Officer of the Corporation. Motion made by Dr. Martha McGrew and Chris Pacheco. Motion carried.</p>
12.0	Board Chairman Report	
	No Report.	
13.0	Physicians Advisory Group Report	
	<p>Chairman Dr. Michael Richards introduced Dr. Melissa Ivers to provide the PAG report.</p> <p>Dr. Ivers thanked Dr. Richards for presenting to PAG to provide a Huron update at the September 27th meeting. Additionally on October 11th all three CEOs will present on the PAG White Papers and Dr. Robert Schenck will present on EHR delinquency. End of the month an update will be provided on the IT White Papers by Dr. Aaron Jacobs.</p> <p>Dr. Ivers reported that physicians are now included in the ICare System. This will be a great recognition tool for them.</p> <p>The physicians lounge is in progress. Dr. Ivers reported there is a slight delay due to reconfiguring the Manzano room and adding the Pecos room. Date of final construction was scheduled in December. Timeline has been moved from January/February 2019.</p>	<p>Dr. Michael Richards requested a motion to accept the PAG report. Motion made by Dr. Stephen McLaughlin and 2nd by Chris Pacheco. Motion carried.</p>
14.0	Meeting Adjourned	
	There being no further business. Chairman Dr. Michael Richards asked for a motion to adjourn the Regular Session of the Board of Directors at 9:35am. Chris Pacheco made the motion and Dr. Stephen McLaughlin 2 nd . Motion carried.	

Dr. Donna Sigl, Secretary



Dina Ortiz, Scribe

