

Minutes are intended to note (a) the date, time and place of the meeting; (b) those members of the public body who were present and those who were absent; and (c) the substance of all matters proposed, discussed and/or action was taken on. Minutes are not intended to be a verbatim report of a meeting. An audiotape recording of the meeting is available for inspection by any member of the public interested in a verbatim report of the meeting. These minutes are not final until approved by the Board of Regents at the June 2012 meeting.

**BOARD OF REGENTS and its
HEALTH SCIENCES SYSTEM COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

Building B, Room 105
College of Southern Nevada
6375 West Charleston Boulevard, Las Vegas
March 2, 2012

Members Present: Mr. James Dean Leavitt, Chair
Dr. Mark W. Doubrava, Vice Chair
Mr. Ron Knecht
Mr. Kevin C. Melcher
Mr. Michael B. Wixom

Members Absent: Mr. Mark Alden

Other Regents Present: Mr. Kevin J. Page

Others Present: Dr. Marcia Turner, Vice Chancellor, HSS
Dr. Hank Stone, System Counsel and Director of
Real Estate Planning
Ms. Holly Balmer, HSS
Ms. Eileen Biosi, HSS
Ms. Tessa Stewart, HSS
Mr. Bart Patterson, President, NSC
Dr. Marc Johnson, President, UNR
Dr. Patricia Castro, CSN
Dr. Terry Surles, DRI
Dr. Mike McFarlane, GBC
Dr. Erika Beck, NSC
Dr. Amy Chaffin, NSC
Dr. Karen West, UNLV
Dr. Robert Dickens, UNR
Mr. Ron Zurek, UNR
Ms. Mistee Arias, UNR-UNSOM
Ms. Jean Regan, UNR-UNSOM
Dr. Tom Schwenk, UNR-UNSOM
Mr. Brendan Bussmann, UMC
Mr. Brian Brannman, UMC
Ms. Gail Yedinak, UMC

Student body president in attendance was Mr. Michael Gordon, UNLV.

Chair James Dean Leavitt called the meeting to order at 8:30 a.m. with all members present except Regents Alden and Knecht.

1. Public Comment – None
2. Approved-Minutes – The Committee recommended approval of the minutes from the December 2, 2011, meeting (*Ref. HSS-2 on file in the Board office*).

Regent Doubrava moved approval of the minutes from the December 2, 2011, meeting. Regent Wixom seconded. Motion carried. Regents Alden and Knecht were absent.

3. Information Only-Health Sciences Activities and Initiatives (Agenda Item #4) – Dr. Marcia Turner, Vice Chancellor of Health Sciences, updated the Committee on the Health Sciences System activities and initiatives, provided an overview of the Health Sciences System Council, and reported on Health Sciences System involvement with the Nevada Health Care Sector Council, the Department of Training and Rehabilitation (*DETR*) and the Governor’s Office of Economic Development (*GOED*).

Vice Chancellor Turner reported that the Health Sciences Council is made up of deans/program directors of the health science units within NSHE. The Health Sciences System staff will be working with each program leader to develop an inventory of the programs that NSHE offers in health sciences. This will provide background on who we are and what we do in health education throughout NSHE. The collection of data for approximately 160 programs will begin from the current full year of gathered information, which was 2010. A second study is being developed that will look at current health care shortages and identify the demand for health care professionals today, and under health care reform.

Vice Chancellor Turner is also working with the Department of Health and Human Services (*DHHS*) and area health districts on a health care assessment to identify patient and community needs and supply and demand issues. These three separate studies will all link together and to inform GOED, DETR and DHHS in making data driven decisions regarding health care resources.

Vice Chancellor Turner stated that another initiative being worked on by the Council is developing a searchable data base to identify the health sciences faculty members, coupled with either their research interest or scholarly activity. A trend in federal funding is mandatory partnering with other disciplines, universities or entities which helps when competing for grants.

3. Information Only-Health Sciences Activities and Initiatives (Agenda Item #4) – (continued)

Vice Chancellor Turner next spoke about the Health Care Sector Council which is a group created in statute to specifically encourage workforce development, with one sector being health care. She was appointed Chair of this Council. Some health care sector people came together under the auspices of the legislation to pursue a large federal planning grant. This is where the data from the three studies previously mentioned will help for the potential of matching funds.

Regent Knecht entered the meeting.

Chair Leavitt asked about the timelines for the completion of the program inventory and the searchable data base. Vice Chancellor Turner said that April 2012 is the targeted date for the completion of the 2010 program inventory. She was not sure if the 2011 information would be complete by the June 2012 meeting. Vice Chancellor Turner will offer a completion date for the searchable data base at the June 2012 meeting.

4. Information Only-Health Sciences Programmatic Assessment Related to the Academic Health Center (Agenda Item #5) – Vice Chancellor Turner updated the Committee on the engagement of FTI Consulting to conduct a programmatic needs assessment of NSHE dental, nursing and allied health programs related to the development of an Academic Health Center in partnership with the University Medical Center of Southern Nevada (UMC).

Vice Chancellor Turner said that UMC hired FTI Consultants to do an analysis of their operations and NSHE hired them to do an analysis of maximizing the partnership between UNSOM and UMC. There is a large financial and programmatic relationship between UMC and various NSHE health sciences programs, so it is important to be certain that an Academic Health Center is being developed, not just as an Academic Medical Center, in order to involve the full spectrum of health care professionals.

Vice Chancellor Turner continued that FTI will be conducting in-person or telephone conferences with approximately 25 stakeholders to gather data to determine NSHE's current position, assess possibilities and identify some initial opportunities. There will also be contact with UMC.

5. Information Only-University of Nevada School of Medicine (UNSOM) Status Report (Agenda Item #6) – Dr. Thomas Schwenk, Dean, UNSOM, and Vice President, Division of Health Sciences, UNR, provided a status report on recommendations relating to UNSOM outlined by FTI Consulting and other UNSOM initiatives (*Ref. HSS-6 on file in the Board office*).
Information Only-University of Nevada School of Medicine Facilities Development (Agenda Item #7) – Dr. Schwenk provided an update on the initial planning efforts related to the development of a UNSOM facility to be located on the UMC campus.

Dean Schwenk thought it practical to combine comments for Agenda Items #5 and #6. He was pleased to note that there has been progress in various areas as indicated on the FTI recommendations chart (*on file in the Board office*). He pointed out that one area under governance did not move, but there has been some progress in that category. Dean Schwenk reported that a group of Las Vegas department chairs and educational leaders internal to the School convened and brainstormed programmatic functions for a major facility on the UMC campus. In general terms, 200,000 square feet was envisioned as the footprint on the UMC campus. It would include a number of outpatient practices for specialties that need to be on a hospital campus. Conversely there is primary care and secondary care that are better served off campus. The upper floors would house medical education facilities, conference rooms, faculty offices, an auditorium and possibly some clinical research space. It would add incredible value to the campus, not to mention consolidating and enhancing the Medical School's activities.

Dean Schwenk added that the second event is that Mr. Brian Brannman, CEO, UMC, secured the services of a facilities planning group to which the School made a modest contribution as well – just a preliminary first look to meet and discuss the layout, principles, high priorities, values and needs assessments of the entire campus.

Dean Schwenk noted that the business and information technology strategies have been completed or are scheduled for implementation. The practice plan (ICS) Board approved recommendations regarding a restructuring of the Practice Plan governance. The defining theme of the restructuring is to make the ICS Board smaller, composed primarily of department chairs and at-large physician members as voting members, several key business and legal leaders as ex officio members, with a focused long-term vision on strategic planning. The current clinical operations group, the Practice Plan Executive Committee, covers both the Reno and Las Vegas operations, and will be disbanded in favor of Reno- and Las Vegas-specific Executive Committees composed of all department chairs, medical school leaders, finance, legal and compliance leaders. Each site-specific Executive Committee will take full responsibility for and manage the clinical operations at its respective site.

5. Information Only-University of Nevada School of Medicine (UNSON) Status Report (Agenda Item #6) – (continued)
Information Only-University of Nevada School of Medicine Facilities Development (Agenda Item #7) – (continued)

Dean Schwenk explained that the Board will set the standards, vision, and policy for the practice plan, and the two Executive Committees will function in their own medical communities to make their respective units more successful. There are bylaw changes that have to be made that will come forward for implementation purposes during the next few months, to be implemented by July 1, 2012.

Dean Schwenk stated that shared services and standards will be set at the higher level followed by operations and site specific levels. Compensation plans and formulas to improve productivity, practice management and business operations have moved considerably. There has been a very intense study of Practice Plan information technology, health information technology and electronic record technology. The RFP is ready to progress towards a quick process of selecting practice management IT platforms and billed clinical electronic records system. Dean Schwenk felt there was a good sense in the direction of building the IT structure for the Practice Plan.

Dean Schwenk reported that the seven-month Practice Plan at this point looks a touch better than last year. There will be much more potential when IT is in place. It will take a year to run and thrive after that.

Dean Schwenk felt that faculty and chair recruitment should reflect clear expertise in both clinical and academic missions. There is an opportunity to recruit two new chair positions. Recruitment will be aggressive for chairs who will reflect academic and clinical missions and impact faculty recruitment.

Dean Schwenk moved the centers of excellence to the completed column – not because such centers have actually been developed, but there is a clear commitment between the Medical School and UMC to address mutual needs and strengths and begin recruiting much more collaboratively and to think about the School becoming the primary partner to build such centers of excellence.

Dean Schwenk said that the right of first refusal on appropriate clinical contracts and RFP's has moved along in that there is a clear agreement that the School, whenever possible, can step up and respond to some joint recruitment opportunities.

Dean Schwenk stated that UMC launched and opened a newborn ICU, adult hospital care, pulmonary and critical care, ICU coverage, obstetrics and a women's center. There will be activities in cardiology, transplant services, liver transplants, and possibly developing an orthopedic residency program and

5. Information Only-University of Nevada School of Medicine (UNSOM) Status Report (Agenda Item #6) – (continued)
Information Only-University of Nevada School of Medicine Facilities Development (Agenda Item #7) – (continued)

neurology program together. There is a list of activities that demonstrate that the agreement is there, it is just a question now of how to move those plans forward.

Dean Schwenk appreciated the focus on the Medical School and the UMC relationship in Las Vegas and that is what the FTI recommendations speak to strongly. He pointed out that the same path is taking place in Reno with Renown Regional Medical Center and to some extent, St. Mary's.

Chair Leavitt would like to hear Mr. Brannman's thoughts about the right of first refusal for clinical contracts. Dean Schwenk explained that it was not a contractual right of first refusal necessarily, but there should be opportunities for discussion as these matters arise. Mr. Brian Brannman, CEO, UMC, said the relationship is now established. Moving forward, as specialty services turn up, when RFP's are coming up for renewal, or if looking at a different mechanism to be performed for care, UMC will sit with Dean Schwenk to determine if this is a good fit for the School at that time or lay things out in a way to evolve into more of a School-based service. UMC is trying to transition more and more as services become available. While UMC is not looking at a totally full employed model as yet, it all has to be part of the process. This relationship with the School is a very high priority, along with the journey towards an Academic Health Center. Mr. Brannman said it is a big piece of UMC's future and the commitment is there.

Regent Wixom asked about the Clinical Practice Plan. Dean Schwenk said the first two items under the Clinical Practice Plan have been completed. Regarding the development of compensation plans and formulas to improve productivity and salaries – it is being worked on to present some salary structure proposals at the June 2012 meeting. Improving practice management and business operations is also being worked on, but it is an IT issue to some extent. Dean Schwenk felt that UNSOM faculty members responsible for at least 50% of UMC discharges by 2014 might be a stretch, but it depends on how fast UNSOM can grow in many areas. Dean Schwenk was not sure the 501(c)3 organization was necessary and was not totally enthused about it.

Regent Wixom asked if the Board should be taking any action with respect to IT or anything else related to the Medical School and UMC. Dean Schwenk said it is up to UNSOM to bring these matters to the Committee as they arise. Regent Wixom wondered if there was a resource issue. Dean Schwenk said the investment to launch IT is a resource issue. He would like to get through the RFP process first in order to arrive at the numbers.

5. Information Only-University of Nevada School of Medicine (UNSON) Status Report (Agenda Item #6) – (continued)
Information Only-University of Nevada School of Medicine Facilities Development (Agenda Item #7) – (continued)

Regent Wixom stated that there are certain opportunities where there are interfaces in time that provide an opening. He would not want to miss a prospect that can be beneficial. If the Board needs to interface with the County Commission, they will do it. Dean Schwenk said the future of medical care focuses on something that is worth value and support. The Practice Plan will feel as if there is value around a bundle of care.

Regent Melcher asked what the Board can do to prepare for the Legislature politically, and enforce the trust factor. Dean Schwenk said there was a zero level of trust a year ago and now there is a dramatic difference. It moved from hostility to interest and understanding. There is somewhat of a convergence of vision. With regard to the Legislature he and UNR President Marc Johnson will have a meeting with the governor in a few weeks. Dean Schwenk added that there is a proposal for enhancement in the queue. Chair Leavitt will take responsibility to follow-up. Vice Chancellor Turner felt that by the time the legislative session is near, there will be an exciting, compelling story to tell.

Regent Page understood that the Practice Plan will take time, but wondered where the numbers would be by the end of the year. Dean Schwenk felt the numbers would be at break-even or maybe slightly positive, including the full commitment to the academic mission. Regent Page asked how the numbers might change with the technology enhancements. Dean Schwenk thought that revenue would be improved by at least 10%, which would be \$6 million positive. The margin would support the IT requirements and allow for further expansion. Dean Schwenk felt the operating costs would be under \$2 million. Regent Page expressed his support for this investment.

Regent Doubrava is interested in the marketing and philanthropy outlined on the chart. Dean Schwenk noted that a staff member would be assigned to the Development Office devoted specifically to Las Vegas. He has identified two to three finalists. There is a clear mechanism by which Las Vegas philanthropy stays in Las Vegas and vice versa for Reno. The UNR Foundation will manage Las Vegas. President Johnson said that almost all the gifts to the UNR Foundation are identified with purpose. Any restriction put on the fund will be honored. Every gift has an account and a contract is supplied to each donor.

Regent Doubrava felt that progress has been made. He wondered if there will be anyone from Las Vegas at the meeting with the governor. Dean Schwenk felt this would be his introductory meeting with the governor.

5. Information Only-University of Nevada School of Medicine (UNSOM) Status Report (Agenda Item #6) – (continued)
Information Only-University of Nevada School of Medicine Facilities Development (Agenda Item #7) – (continued)

Regent Doubrava understood that there will be a site visit from the Liaison Committee on Medical Education (LCME) accreditation. Dean Schwenk said there will be a lower level staff visit. This will be a staff follow-up from the LCME who will come in April to hopefully sign off on a few compliance issues that required a monitoring update.

Regent Knecht suggested allowing appropriate time for things to work.

Regent Melcher thought that rural Nevada should be included in discussions, as well as Las Vegas.

6. Information Only-Program Profile: Nursing Training Program “Hearing Voices” – NSC (Agenda Item #8) – NSC President Bart Patterson and Associate Professor Amy Chaffin, NSC, provided a profile of a specialized training program designed to sensitize nursing students to the challenges faced by some mental health patients.

Mr. Patterson said that this program is to raise awareness of mental illness. NSC has been networking the training program with police departments in Las Vegas and Henderson, including campus police.

Dr. Chaffin explained that this program changed the lives of many people. The CD is a teaching tool that makes students aware of what happens when trying to perform simple tasks while being distracted by voices or auditory hallucinations. This program is presented to the students in order to have a complete understanding of what is happening to people with schizophrenia.

Dr. Chaffin said she looked at various curriculums. She reported that there are now community partnerships to enlighten and train all of those who may come into contact with the mentally ill. This goal is to develop empathy with those people.

Dr. Chaffin presented a special training demonstration to the Committee (*on file in the Board office*).

7. New Business – Regent Doubrava would like to have a presentation from CSN regarding the occupational therapy assistant program. It seemed to be in conflict with the Brookings Report and the workforce study force about improving the health care sector. Regent Doubrava would like to hear from DRI and its mission on human study and research. He would like to know how that will play out in the future. Regent Doubrava heard the University of California, San Diego, is exhibiting interest in the area. Perhaps they could attend one of the Health Sciences System Committee meetings to see if there may be areas of collaboration.
8. Public Comment – None.
9. Information Only-Chair’s Report (Agenda Item #3) – Chair James Dean Leavitt updated the Committee regarding Health Sciences System planning and development efforts.

Chair Leavitt is optimistic and will keep his pledge to give time to Dean Schwenk. He will rely on the professionals for information and progress.

The meeting adjourned at 10:11 a.m.

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