

BOARD OF REGENTS BRIEFING PAPER

1. Agenda Item Title: UNLV School of Medicine Faculty Practice Plan

Meeting Date: March 3-4, 2016

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

A Memorandum of Understanding among the University of Nevada, Reno; University of Nevada, Las Vegas (UNLV); University of Nevada School of Medicine (UNSOM); and the Nevada System of Higher Education endorsed expanding and enhancing public medical education in Nevada and was originally approved by the Board at its December 2013 meeting and amended at its September 2014 meeting to specify a new, independently accredited medical school at UNLV.

One of the fundamental elements of a medical school is its faculty practice plan. The practice plan allows medical students the ability to gain firsthand experience under the supervision of a physician. Physicians who participate in the practice plan get paid a salary from the medical school so that they have more time to spend with their patients and medical students. In this practice setting, supervising faculty physicians bill patients for the clinical services they provide. The revenue generated from their practice also provides funding for the practice plan, which manages these practices, collects revenue, and provides money for operations, including clinical practice operating expenses, salaries for nursing and other staff, and a large portion of clinical teaching faculty salaries.

The identified mission of the UNLV School of Medicine faculty practice plan is a premier multi-specialty academic group practice of specialty and primary care physicians who strive to provide the highest quality health care. Through its clinical activity, the faculty practice plan supports the medical education, training, and clinical research missions of the medical school, as identified below.

- **Patient care:** Provide exceptional medical care and superior patient experience.
- **Community expansion:** Build clinical, education and research service lines and programs.
- **Education innovations:** Translate leading scientific innovations into clinical practice while servicing the diverse health care needs of southern Nevada region.
- **Career education:** Provide lifelong learning experience for undergraduate, graduate, and continuing medical education for physicians.
- **Financial pipeline:** Be a sustaining, fiscally viable clinical enterprise of the UNLV School of Medicine.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

UNLV President Len Jessup requests approval for the creation of the UNLV School of Medicine Faculty Practice Plan, a non-profit corporation organized under the laws of the State of Nevada and tax-exempt under section 501(c)(3) of the Internal Revenue Code.

4. IMPETUS (WHY NOW?)

- Creation of the UNLV School of Medicine Faculty Practice Plan is required to meet the medical school's very tight timeframe to operationalize its practice plan. Two medical practices are ready to join the medical school in spring 2016. One practice is supported by a large foundation of influential leaders who will provide permanent funding for the clinic. The other practice is paramount for improving access to care for Nevada patients for orthopedic care. To bring these practices on board the medical school must have a functioning practice plan in place by spring 2016. Once the Board approves the medical school's faculty practice plan framework and creation of the non-profit corporation, UNLV can continue the process by filing necessary paperwork with state and federal agencies as a Nevada, non-profit corporation that is tax-exempt under section 501(c)(3) of the Internal Revenue Code, with the Board of Regents as its sole corporate member. In addition, the UNLV School of Medicine must be prepared to bring the UNSOM academic faculty, their practices, residents, and fellows onboard by July 1, 2017.

5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- The UNLV School of Medicine has been working with Pricewaterhouse Coopers (PwC), a workgroup of physicians consisting of the University Medical Center and UNSOM department chairs, and the medical school's Community Advisory Board Clinical Committee to develop a viable and sustainable framework for its faculty practice plan.
- Chancellor Daniel Klaich, Vice Chancellor for Health Sciences Marcia Turner, Board of Regents Chair Rick Trachok, Vice Chair Michael Wixom, and Health Sciences System Committee Chair James Dean Leavitt, in conjunction with the UNLV School of Medicine, UNLV leadership, and the medical school's consultants PwC, vetted the proposed faculty practice plan model on October 29, 2015.
- UNLV School of Medicine Founding Dean, Dr. Barbara Atkinson, discussed development, progress, and the proposed faculty practice plan model before the Health Sciences System Committee on September 1, 2015 and December 4, 2015.
- The framework recommended for the UNLV School of Medicine's Faculty Practice Plan is a Nevada, non-profit corporation that is tax-exempt under section 501(c)(3) of the Internal Revenue Code, with the Board of Regents as its sole corporate member. This framework limits financial liability to the non-profit entity, allows separate hiring and benefits from UNLV, provides a fiduciary board, and provides separate profit and loss. The dean has overall strategic and budgetary authority; department chairs control clinical departments, their faculty, and the execution of clinical strategy; a collaborative board (fiduciary or advisory) represents forum for strategic, operational, and mission priorities. Faculty will be employed by the medical school and will retain their state benefits.

6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

None known as the framework has been well-vetted and well-received.

7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

Further vetting.

8. COMPLIANCE WITH BOARD POLICY:

- Consistent With Current Board Policy: Title # 4 Chapter # 10 Section # 10
- Amends Current Board Policy: Title # _____ Chapter # _____ Section # _____
- Amends Current Procedures & Guidelines Manual: Chapter # _____ Section # _____
- Other: _____
- Fiscal Impact: Yes _____ No **X**
Explain: _____

Proposed Faculty Practice Plan Model

October 29, 2015

Goals for Today

- Review updates from work group #3: Near and Long Term Board Composition
- Review recommendations with Dean Atkinson
- Incorporate additional feedback for further refinement
- Initiate next phase of FPP implementation

Workgroup Members

- **Gregory Brown, MD**, Residency Training Director, Department of Psychiatry
- **Dale Carrison, MD**, Department of Emergency Medicine, UMC
- **John Fildes, MD**, Chair of Surgery
- **Adam Levy, MD**, Department of OB/GYN
- **Alison Netski, MD**, Chair Psychiatry and Behavioral Sciences
- **Elissa Palmer, MD**, Chair of Family & Community Medicine
- **Hidenobu Shigemitsu, MD**, Department of Pulmonary Critical Care, Fellowship Program Director
- **Christian Stone, MD**, Director of GI
- **Nevin Wilson, MD**, Chair of Pediatrics

Workgroup Progress

Workgroup #1 – Review FPP Options

- Agreed upon FPP goals and guiding principles
- Reviewed 4 potential FPP models
 - Key Characteristics to include: strategic alignment with SOM, future flexibility, financial viability
 - Narrowed focus to the following two:
 - ✓ UNLV501(c)3
 - ✓ SOM Integrated

Workgroup #2 - Refinement

- Reviewed characteristics of FPP compensation model
 - Committee reviewed and agreed upon X,Y,Z model with compensation at risk; many specifics to address in next phase of planning
- Reviewed 'Strawman' Governance Model with Board members, admin./operational positions, election process, subcommittees, roles & responsibilities
 - Committee made recommendations regarding FPP structure, Board roles, Dean involvement, and administration

Workgroup #3 – Implementation Planning

- Incorporate additional feedback for further refinement
 - Overall recommendations
- Review high-level implementation plan

Workgroup #4 - Recommendations

- Review recommendations with Dean Atkinson
- Prioritize next steps
 - Identify FPP financing strategies
 - Initiate other implementation steps

UNLV FPP Mission and Vision

Vision:

- To be recognized as a world-class multi-specialty academic medical group in Nevada, differentiated by innovative, technologically advanced patient care, research, and education

Mission:

- FPP is a premier multi-specialty academic group practice of specialty and primary care physicians who strive to provide the highest quality health care. Through its clinical activity, the Faculty Practice Plan supports the medical education, training, and clinical research missions of the UNLV School of Medicine to:
 - Provide exceptional medical care and a superior patient experience
 - Build clinical, education and research service lines and programs
 - Translate leading scientific innovations into clinical practice while servicing the diverse healthcare needs of southern Nevada region
 - Provide lifelong learning experiences (UME, GME, CME) for physicians
 - Be a sustaining, fiscally viable clinical enterprise of the UNLV School of Medicine

UNLV FPP Goals

FPP Governance

- Dean has overall **strategic and budgetary authority**
- Chairs control clinical departments, their faculty, and the **execution of clinical strategy**
- **Collaborative Board** (fiduciary or advisory) represents forum for strategic, operational, and mission priorities

Strategic

- Elevate UNLV SOM FPP to **market leadership position** that takes advantage of Las Vegas health care landscape and the current lack of large comprehensive coordinated multi-disciplinary physician group
- Place FPP faculty and clinics consistent with **care delivery strategy**
- Recruit high caliber faculty that provide **academic and clinical market distinction**

Financial

- Generate **sufficient margin** to support the FPP practice needs and cross-mission investment
 - Via Dean's Tax
 - Via Centralized Budgeting
- Be prepared to enter **risk based contracting** in the future

UNLV FPP Goals (continued)

Mission Priorities

- **Clinical**
 - Create **multidisciplinary physician practice** (exact size TBD) to meet the care delivery needs of the communities UNLV intends to serve
 - Provide high quality integrated multidisciplinary care (e.g., **seamless care coordination**, service lines)
 - Generate sufficient margin to **support other missions** (see LCME financial plan)
 - Deliver care in an interdisciplinary and **cost effective manner** that supports all health providers working at top-of-licensure
- **Research**
 - Support an integrated research approach that **aligns basic, translational and clinical researchers** in order to secure extramural funding and advance knowledge
 - **Integrate basic science** and translational researchers into the clinical departments to work collaboratively with clinical faculty
- **Education**
 - **Provide clinical care settings** to promote the education and training of students, residents, and fellows
 - **Integrate non-physician providers** / advanced practitioners in an interdisciplinary approach to medicine consistent with future care delivery demands
 - Develop **UME teaching expectations** of clinical faculty as well as integrate FT teaching faculty into clinical departments where necessary and appropriate

UNLV FPP Guiding Principles

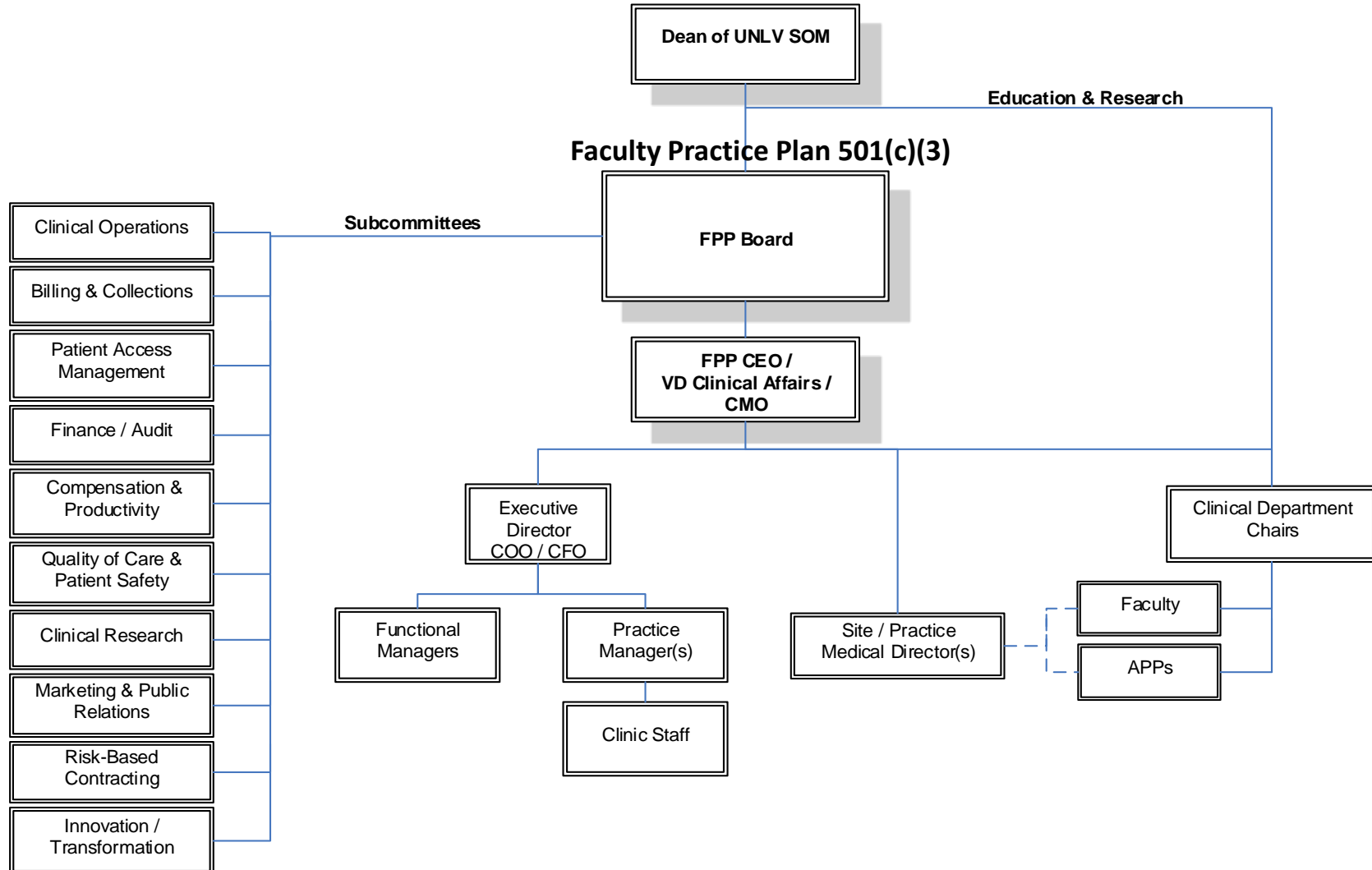
The FPP seeks to establish:

1. **Transparency** in management and financial decision-making
2. **Collaborative relationship** with the Dean and SOM administration
3. **Interdisciplinary cohesiveness and collaboration** within the FPP that supports nimble and aligned decision-making
4. **A strong administrative and practice management infrastructure** to support the financial and business needs of a multi-disciplinary physician practice
5. **Operational efficiency** when it comes to improved patient access, referral management, clinic operations, billing, and technology (e.g., EMR, PACS, systems connectivity)
6. **Effective and enhanced contracting** with payers, clinical affiliates, and other contracted entities
7. **High quality patient care** consistent with patient, community, payer and other stakeholder expectations
8. **Incentive based compensation** that rewards high producers across missions
9. **Fiscal sustainability and growth** that supports the needs of the FPP and SOM

UNLV FPP Governance Model

- The FPP will be an independent 501c3, with UNLV as its sole corporate member
 - Limits financial liability to the 501c3
 - Allows separate hiring and benefits from UNLV
 - Fiduciary Board
 - Separate P&L
- Faculty will be employed by the School of Medicine and will retain their state benefits and sovereign immunity
- FPP membership includes clinical department faculty of the School of Medicine. Membership requirements include:
 - Appointment to either the regular or clinical track at the academic rank of Instructor (exclusive of residents and fellows), Assistant Professor, Associate Professor or Professor in accordance with established faculty by-laws of the University
 - Have 100% of their clinical practice accountable through the FPP and it's affiliated practice sites
 - Agree to follow the policies, procedures and by-laws of the FPP
- Faculty members not meeting these requirements will be considered affiliated faculty and must be approved by the Dean of the School of Medicine. Affiliated faculty are subject to the same professional and compliance standards as members of FPP.

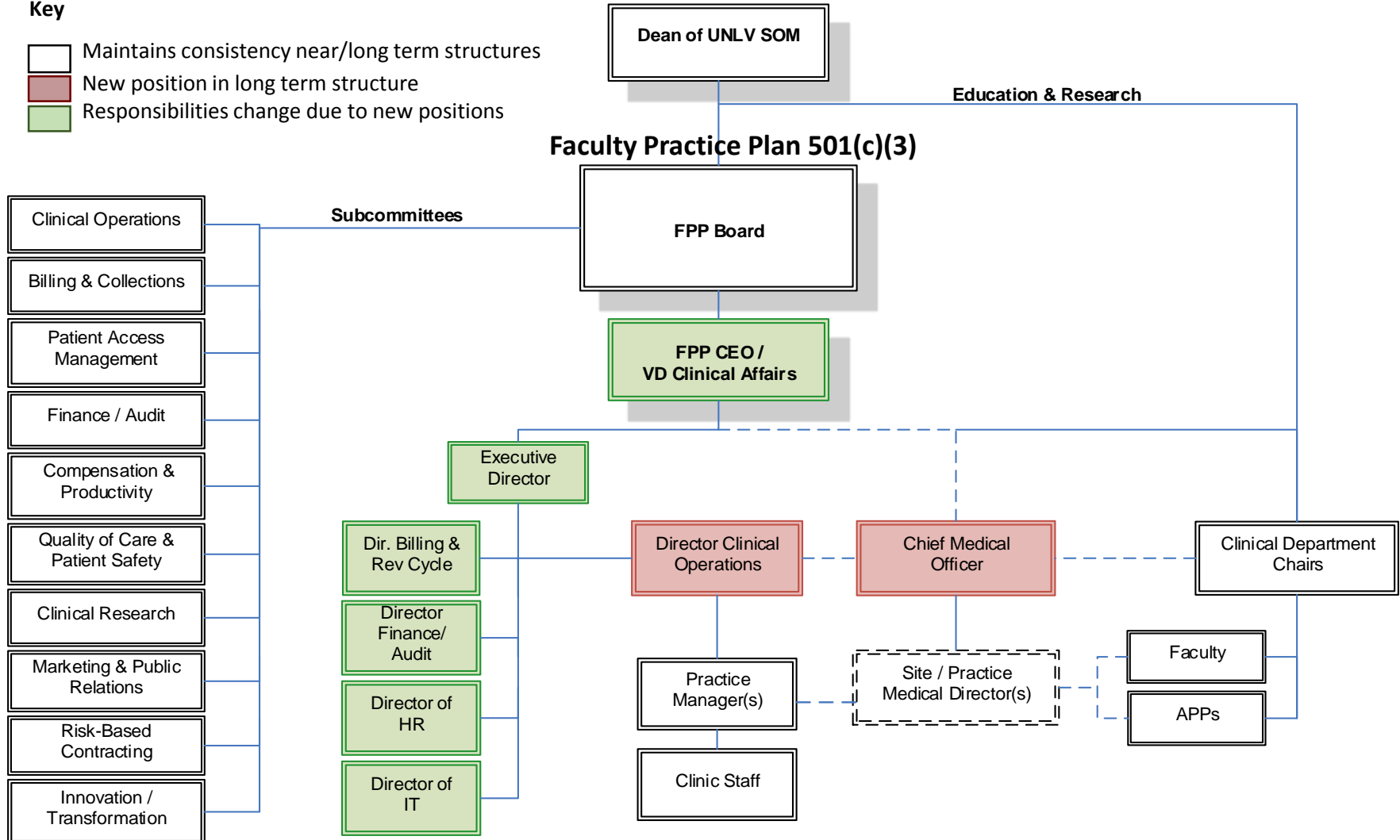
'Near-Term' UNLV FPP Organizational Structure



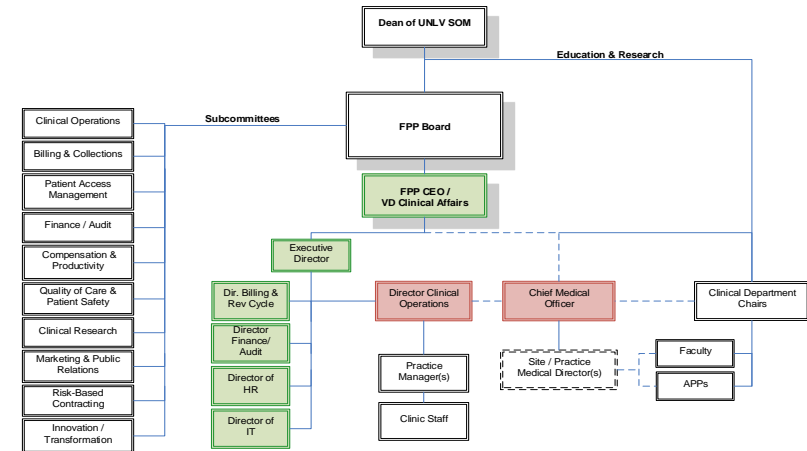
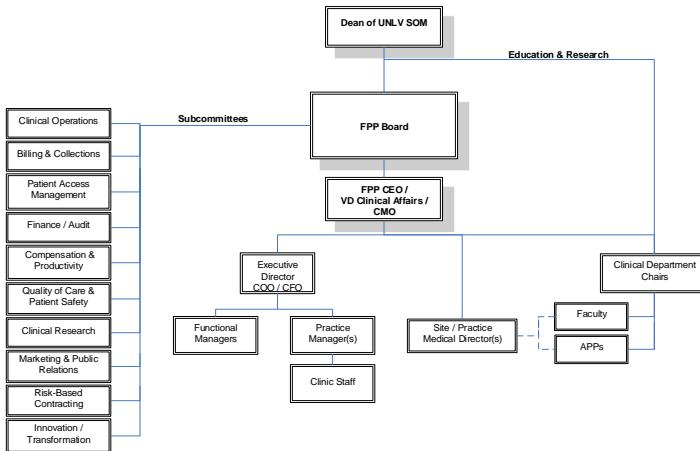
'Long-Term' UNLV FPP Organizational Structure

Key

- Maintains consistency near/long term structures
- New position in long term structure
- Responsibilities change due to new positions



Governance Model - Key Characteristics



Characteristics : Near Term

- Smaller practice, less hierarchy, flatter organizational structure
- UMC and select other affiliations
- Predominantly Clinically Focused

Characteristics : Long Term

- Larger Practice, Growing organizational structure
- Expanding Clinical and Research Affiliations
- Geographically Focused

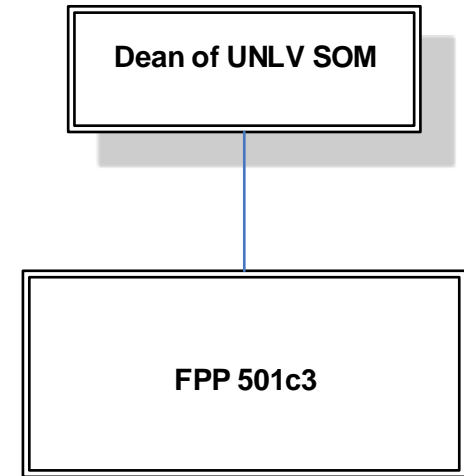
Key Assumptions For Movement To Long Term Model



- Expanded Affiliation Agreements & Services
- Expanded Education & Training Needs
- Growing Clinical Research Enterprise
- Healthy Financial Performance
- Expanded Market Needs
- Operational Strength and Efficiency

UNLV FPP Relationship to UNLV SOM

- UNLV would be the sole corporate member of the FPP
- UNLV School of Medicine would have the authority to restructure the FPP Board
- UNLV SOM would retain reserve powers
 - Budgetary thresholds
 - Capital investments
 - Partnership and affiliation approvals
 - Others (TBD)
- The Dean of the SOM will sit on the FPP Board



Role of the FPP Board



FPP Board

- Has primary oversight responsibility for the governance and administration of the faculty practice plan; including the authority for creating and achieving the financial, strategic, and clinical goals of the group
- Establishes strategic direction, oversees plan management and administration, approves budget and major fiscal decisions, develops policies for the plan, and monitors faculty performance
- Ensures the FPP receives the faculty, capital, technology, and other resources necessary to remain a competitive medical group
- Works closely with the Dean of the School of Medicine and the University's affiliated clinical partners to ensure that the FPP remains strategically, innovative and competitive
- Responds to the strategic, programmatic, financial and marketing plans developed by FPP Administration in conjunction with other leaders and subcommittees of the FPP
- Oversees the selection and periodic evaluation of FPP Administration Team
- Accountable to the Dean of the School of Medicine and FPP membership

Board Membership Considerations

- Include essential decision makers and assure a broad representation of faculty
- Create a detailed job description for board members that clarifies expectations. Share it with potential nominees so they understand the role and responsibilities
- Focus on the institution's needs and interests' rather than those of their individual department
- Include competent members who, with the Chair's leadership and guidance, form a cohesive group to shape the organization's destiny, safeguard its interests, and ensure its profitable performance
- Encourage term limits to enable new ideas and perspectives
- Ensure the board's composition is balanced and strengthened by differences in race, gender, age and ethnicity to most closely reflect the interests and needs of stakeholders
- Limit size to promote effective decision making; too few limits skills and experience and too large limits consensus-building

Proposed FPP Board Membership

Membership should reflect the diversity of faculty in the School of Medicine as well as other key stakeholders.

- Chair
 - Dean of the School of Medicine – *Ex officio*
- Voting members to include:
 - **Near Term (15)**
 - 7 clinical department chairs (up to maximum of 10)
 - 3 elected faculty members including at least one full-time researcher (to serve 2 year terms)
 - 2 community-based physicians recommended to the Dean by the Community Advisory Board (CAB)
 - 2 community-based business/finance representatives recommended to the Dean by the CAB
 - FPP CEO/VD Clinical Affairs
 - **Long Term (18)**
 - 7 clinical department chairs as standing members
 - 3 rotating clinical chair positions; one from each cohort: 1) Hospital Based Specialties; 2) Medical Specialties; and 3) Surgical Specialties
 - 3 elected faculty members, including at least one full-time researcher (to serve 2 year terms)
 - 2 community-based physicians recommended to the Dean by the CAB
 - 2 community-based business/finance representatives recommended to the Dean by the CAB
 - FPP CEO/VD Clinical Affairs
- Non - Voting members to include:
 - FPP Executive Director
 - FPP Director of Finance
 - Chief Medical Officer
 - UNLV SOM Vice Dean Administration and Finance
 - UNLV SOM General Counsel
 - 1 Elected Department Administrator

Proposed FPP Board - Chair and Faculty Representation

Once the 24 envisioned clinical departments are in place, board representation will evolve as detailed, with chair and faculty members selected from each cohort

- Standing Chair Members = (7)
 - The FPP Board will include 7 standing chairs representing Emergency Medicine, Family Medicine, Internal Medicine, OB/GYN, Pediatrics, Psychiatry and Surgery. These chairs will be considered ‘Standing Members’ of the FPP Board with no term date or term limits.
- Rotating Chair Positions = (3)
 - The Board will also include a maximum of 3 additional (rotating) clinical chair positions. Initial appointment of rotating members will be made by the Dean of UNLV SOM; selecting one chair from each of the following cohorts: 1) Hospital Based Specialties; 2) Medical Specialties; and 3) Surgical Specialties (Table below).
- Rotating Faculty Positions = (3)
 - The FPP Board will include 3 (rotating) faculty positions; including one full-time researcher. Initial appointment of rotating faculty positions will be made by the Dean of the UNLV SOM; selecting at least one faculty member from each of the following cohorts that is not already represented by a department chair: 1) Hospital Based Specialties; 2) Medical Specialties; and 3) Surgical Specialties.

Hospital Based Specialties	Medical Specialties	Surgical Specialties
<ul style="list-style-type: none"> • Emergency Medicine • Anesthesiology • Pathology & Laboratory Medicine • Radiology 	<ul style="list-style-type: none"> • Family Medicine • Internal Medicine • Pediatrics • Psychiatry • Cardiovascular Diseases • Genetics/Genomics • Geriatrics/Gerontology • Neuroscience/Neurology • Oncology • Radiation Oncology • Rehabilitation Medicine 	<ul style="list-style-type: none"> • Obstetrics & Gynecology • Surgery • Cardiothoracic Surgery • Neurosurgery • Ophthalmology • Orthopedics • Otolaryngology/Head/Neck Surgery • Plastic Surgery • Urology

Rotating Clinical Chair Positions

- Rotating Clinical Chair Positions
 - The pool of rotating clinical chair positions will expand as the full complement of 24 departments is established.
 - In order to be considered for a rotating member position on the Board, the clinical chair must have an active clinical practice in the FPP.
 - Once the 3 initial Rotating Members have been selected, a random drawing will take place to determine initial term limits; which chair will serve a 1-year term, which chair will serve a 2-year term, and which chair will serve a 3-year term on the board.
 - The following process will be utilized to fill the rotating clinical chair positions as they become available:
 - Clinical chair nominations from the cohort of the expiring position (Hospital Based Specialties; Medical Specialties; or Surgical Specialties) will be submitted by FPP members.
 - The list of nominees will be compiled and submitted to the FPP Board for review and a vote.
 - Elected rotating members will serve for a three year term.
 - No elected or appointed rotating member may serve more than (2) consecutive three-year terms, but may be eligible to serve again after an interval of one-year.
 - All clinical chairs have the opportunity to serve on board subcommittees.

Rotating Faculty Positions

- Rotating Faculty Positions
 - Clinical faculty members must have an active clinical practice in the FPP , or be a full-time researcher in order to be considered for appointment or election to the board.
 - Once the initial 3 rotating faculty members have been selected, a random drawing will take place to determine initial term limits; which member will serve a 1-year term, which member will serve a 2-year term and which member will serve a 3-year term on the board.
 - The following process will be utilized to fill rotating faculty positions as terms of current members expire:
 - Clinical and research faculty nominations, from the cohort of the expiring positions' (Hospital Based Specialties; Medical Specialties; or Surgical Specialties), will be submitted by FPP members.
 - The list of nominees will be compiled and submitted to the FPP Board for review and a vote.
 - Elected rotating faculty will serve for a two year term on the FPP Board.
 - No elected or appointed faculty member may serve more than (2) consecutive two-year terms on the FPP Board, but may be eligible to serve again after an interval of one-year.
 - All faculty have the opportunity to serve on board subcommittees.

Community-Based Physician Representation

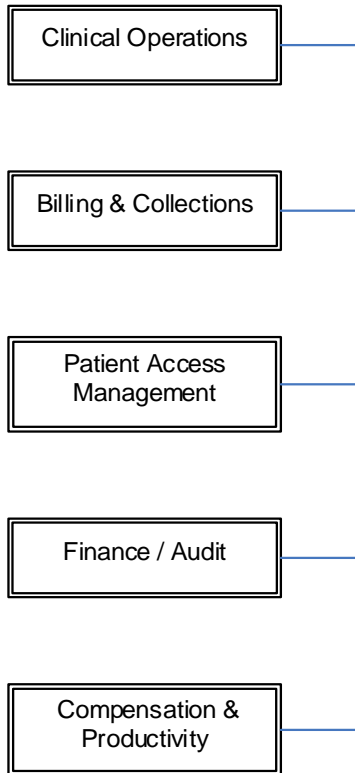
- Rotating Community-Based Physicians (2)
 - The Community Advisory Board will make recommendations to the Dean of UNLV SOM of potential candidates for board appointment.
 - The list of candidates will be compiled and submitted to the FPP Board for review and a vote.
 - To be considered for appointment to the FPP Board, community-based physicians' must have an active clinical practice in the Las Vegas community.
 - Once the initial 2 rotating community-based physicians' have been selected, a random drawing will take place to determine initial term limits; which member will serve a 1-year term and which member will serve a 2-year term on the board.
 - Appointed community-based physicians' will serve for a two year term on the FPP Board.
 - No elected or appointed community-based physician may serve more than (2) consecutive two-year terms on the FPP Board, but may be eligible to serve again after an interval of one-year.

Community-Based Business/Financial Representation

- Rotating Business/Financial Members from the Community (2)
 - The Community Advisory Board will make recommendations to the Dean of UNLV SOM of potential candidates for board appointment.
 - The list of candidates will be compiled and submitted to the FPP Board for review and a vote.
 - Once the initial 2 rotating business/financial members of the community have been selected, a random drawing will take place to determine initial term limits; which member will serve a 1-year term and which member will serve a 2-year term on the board.
 - Appointed business/financial members of the community will serve for a two year term on the FPP Board.
 - No elected or appointed business/financial member of the community may serve more than (2) consecutive two-year terms on the FPP Board, but may be eligible to serve again after an interval of one-year.

Proposed FPP Subcommittee Structure

Subcommittees are established to focus on key strategic and operational areas in the FPP and report to the Board. Proposed options based on operational strategic needs:

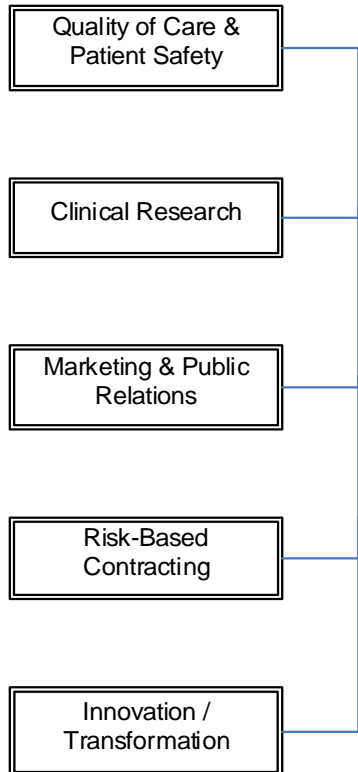


- **Clinical Operations Subcommittee** – Oversees FPP clinical operations, including budgeting and managing operating costs
- **Billing and Collections Subcommittee** – Monitors performance of the Central Business Office and ensures documentation compliance to minimize risk
- **Patient Access Management** - Monitors performance of patient access functions across the FPP including: physician templates, appointment scheduling, referral management, access standards and policies, and the patient experience
- **Finance/Audit Subcommittee** –Responsible for financial management, reporting, forecasting and oversight of the FPP operating and capital budgets and ensures audit compliance. Establish fees, pricing structure and plan collection policies
- **Compensation & Productivity Subcommittee** – Monitors and report on the faculty compensation plan and productivity

Proposed membership: to include 2 to 3 members of the FPP Board, one of whom will serve as Chair. Members will serve 3 year terms with a 1/3 replaced every year. Subcommittees will include non-board members consisting of additional SOM and departmental administration and faculty.

Proposed FPP Subcommittee Structure - Continued

Subcommittees are established to focus on key strategic and operational areas in the FPP and report to the Board. Proposed options based on operational strategic needs:

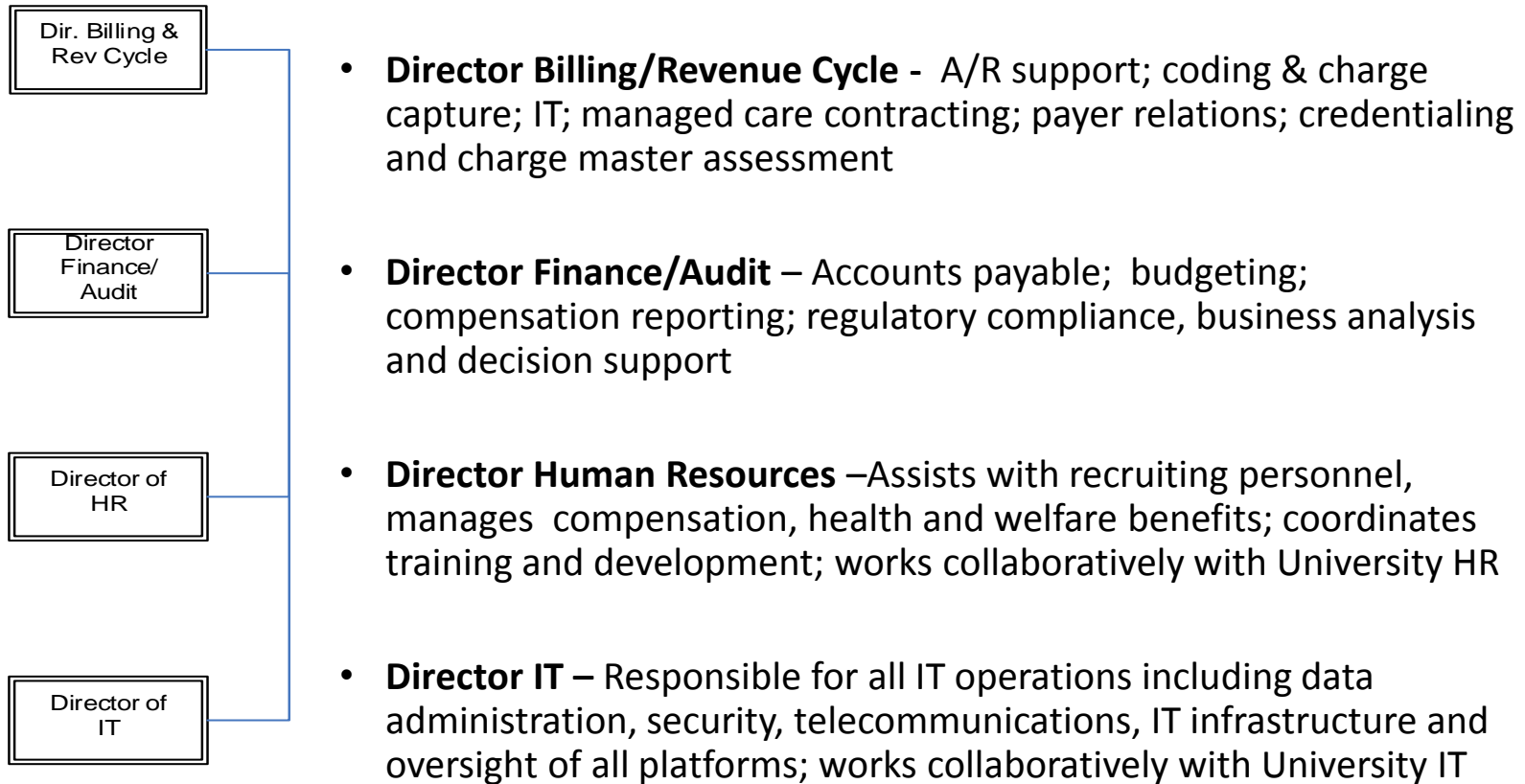


- **Quality of Care and Patient Safety Subcommittee** - Responsible for optimizing clinical and quality outcomes; develop policies and procedures to improve patient safety and minimize liability exposure
- **Clinical Research Subcommittee** – Facilitates the growth of clinical research, report on clinical research efforts and assist with identifying potential research opportunities
- **Marketing/Public Relations Subcommittee** – Responsible for the development of the FPP’s strategic communications and marketing plan in collaboration with SOM marketing
- **Risk-Based Contracting Subcommittee** – Evaluate alternative payment models and risk-based contracts for the FPP
- **Innovation/Transformation Subcommittee** - Review and make recommendations to the Board regarding mission innovation including technical and commercial opportunities

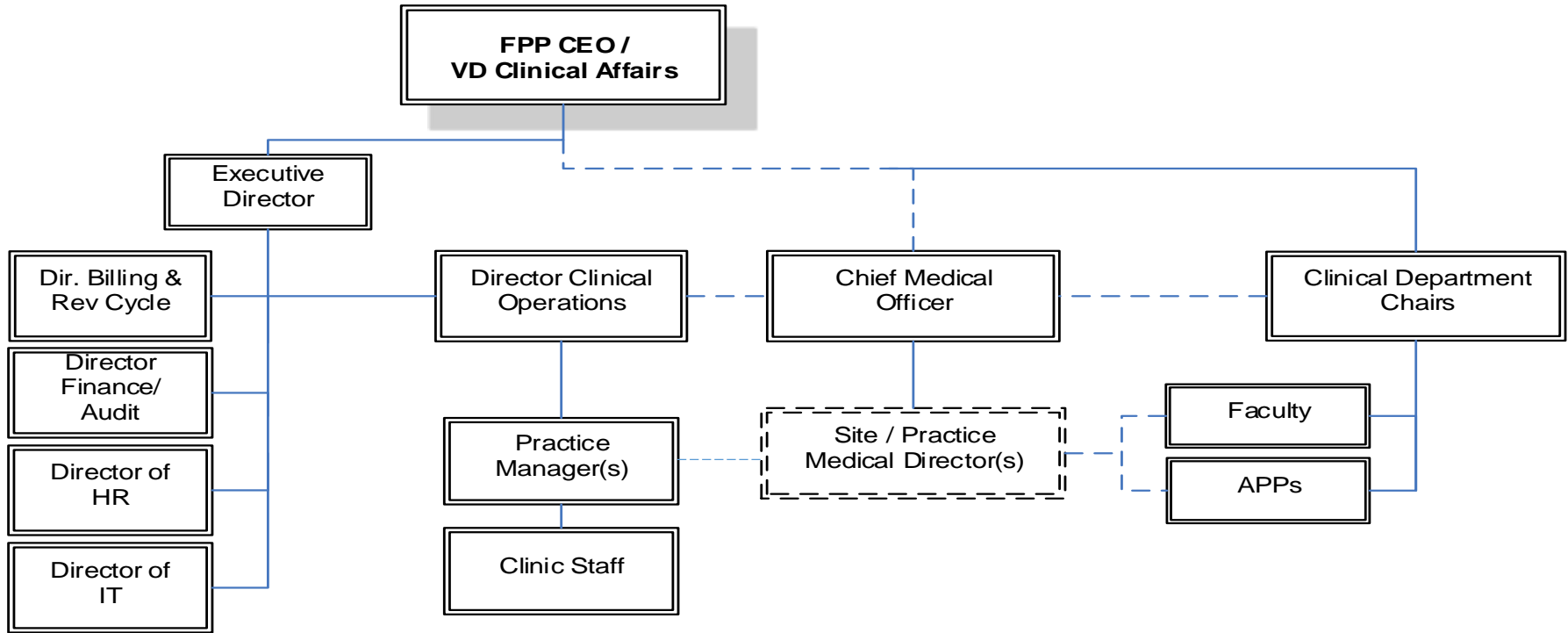
Proposed membership: to include 2 to 3 members of the FPP Board, one of whom will serve as Chair. Members will serve 3 year terms with a 1/3 replaced every year. Subcommittees will include non-board members consisting of additional SOM and departmental administration and faculty.

FPF Functional Services

The following functional areas require focused leadership reporting to the FPF Executive Director



FPP Administration



Key principles for driving operational and financial efficiency

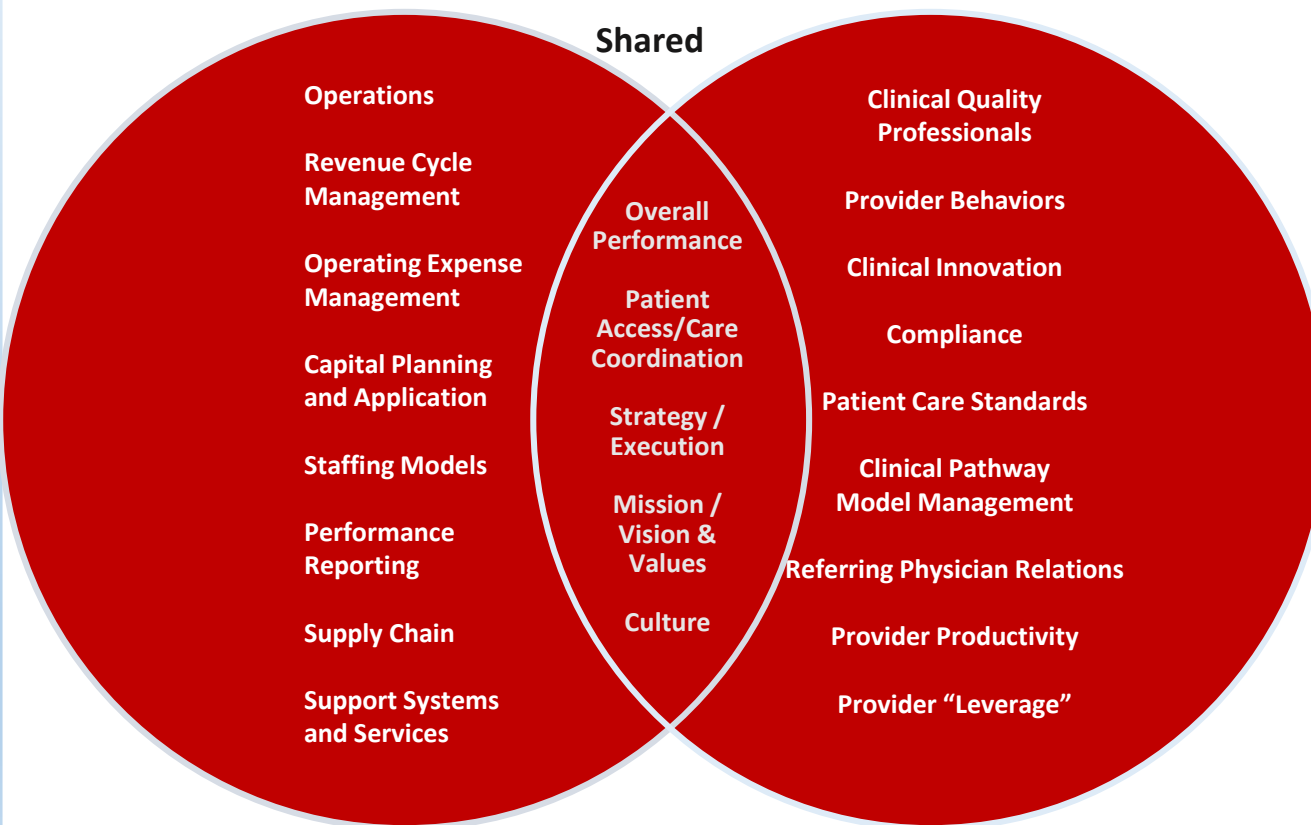
- The practice plan’s administrative team is accountable for executing the directives of the board and managing the operations and finances of the FPP
- Supports the development of practice standards, new technology, and the related work process and work flow changes that enhance efficiency, improve access to care, reduce medical errors and improve patient satisfaction
- Plays a key role in assuring that each department chair is fully engaged in the management of the clinical practice

Governance & Management of Ambulatory Operations

A common industry approach of pairing clinical and administrative leadership for ambulatory governance is the Dyad Management Model

Administrative Leadership

Physician Leadership



Dyad Management aligns clinical (Site/Practice Medical Director) & operational (Practice Manager) resources for collaborative oversight of the ambulatory environment to improve efficiency & outcomes. Each have distinct & separate responsibilities, yet the success of each is tied to the other

It's managing the business in its entirety, effectively engaging physicians as participants in clinical and business making decisions; all stakeholders and not managing components in isolation

Keys to Dyadic Management Success

- Ongoing communication
- Trust and support of the other partner

FPP Chief Executive Officer (CEO)/VD Clinical Affairs

Position Summary:

The FPP CEO/VD Clinical Affairs works with the FPP Board and Department Chairs to develop and manage the medical group. Has overall responsibility for FPP programs, personnel, and resources. Is the Vice Dean of Clinical Affairs in the SOM and is accountable to the FPP Board and membership.

Position Functions:

- Participates on the FPP Board as a voting member
- As a member of the Dean’s Office, the FPP CEO/VD Clinical Affairs will represent the needs and issues of the FPP to the Dean
- Manages the FPP Executive Director and CMO
- Works collaboratively with the Department Chairs to implement the clinical strategy of the UNLV SOM
- Provides the Board and Subcommittees with necessary guidance and information to assist in decision-making
- Represents the FPP in all business negotiations with other parties and may serve as the principal liaison between SOM and clinical affiliates
- Develops and implements a strategic growth plan
- Pursues business development, payer contracting, and credentialing in local markets
- Responsible for managing affiliations and partnerships; and the contracting of physician services for those relationships
- Maintains an active clinical practice (minimum number of days/week TBD)
- Will have authority to represent the interests of the FPP within the university, with SOM affiliated partners, and in the community
- Collaborates on the integration of UNLV’s hospitality program’s approach(s) for improving the patient experience
- Perform other related duties incidental to the work described herein

Near term CMO duties

- Monitors ambulatory clinical quality improvement and patient safety
- Identifies utilization review studies and evaluates adverse trends in hospital utilization, unusual provider practice patterns, adequacy of benefit/payment components and comparative differences in utilization trends by HMO and PPO providers

Education/Training:

- Medical degree from an accredited University. Board certification in a primary specialty required
- Master of Business Administration (MBA)/Master of Health Administration (MHA) or similar degree preferred

Experience:

- Prior experience in an administrative and/or management position preferred

FPP Executive Director

Position Summary:

The FPP Executive Director position has responsibility and authority for the overall development, organization, business, financial administration and management of the FPP. The FPP Executive Director reports to the FPP CEO/VD Clinical Affairs and is accountable to the FPP Board and membership.

Position Functions:

- Participates on the FPP Board as an *ex officio* member
 - Keeps the FPP Board, FPP CEO/VD Clinical Affairs, and Clinical Departments fully informed on all matters concerning FPP performance
 - Works with the FPP CEO/VD Clinical Affairs, FPP clinical sites and affiliated hospitals to ensure seamless clinical operations
 - Responsible for billing and revenue cycle, finance, HR and IT
 - Hiring, supervising and making determinations for terminating professional and support staff in accordance with University policy
 - Assumes responsibility for any outsourced services normally provided by the Central Billing Office (CBO)
 - Works with FPP CEO to develop and implement a strategic growth plan for the clinical practice
 - Provides financial/operating reports to the departments and required information to administer the Faculty Compensation Plan
 - Assists in the development of corporate business plans and their associated budgets for FPP Board review and approval
 - Oversees financial management systems which includes oversight and review of all billing and collection agents the FPP may retain
 - Collaborates on the integration of UNLV’s hospitality program’s approach(s) for improving the patient experience
 - Performs other related duties incidental to the work described herein
- Near term
Director Clinical
Operations
duties***

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 - Manages Practice Managers and staff
 - Provides fiscal management at FPP’s ambulatory sites ensuring the sites remain competitive and profitable

Education/Training

- Master of Business Administration (MBA)/Master of Health Administration (MHA) or similar degree preferred

Experience

- Minimum of 7 years executive level experience, including 5 years of experience in administration of a large, academic medical group

Chief Medical Officer

Position Summary:

The Chief Medical Officer is the physician executive responsible for overall ambulatory patient services provided by the FPP. Works with the Director Clinical Operations to achieve the clinical strategic and business objectives of the FPP by providing oversight, coordination and integration of the primary and subspecialty care sites resulting in operational efficiency. Reports to the FPP CEO/VD Clinical Affairs.

Position Functions:

- Sits on the FPP Board, ex officio
- Oversight and development of Practice/ Site Medical Directors
- Provides professional medical direction services to FPP including, but not limited to, implementing, maintaining and refining approved quality assurance/utilization management programs; keep abreast of and ensure compliance with federal and NCQA regulations for managed care programs
- Monitors ambulatory clinical quality improvement and patient safety
- Identifies utilization review studies and evaluates adverse trends in hospital utilization, unusual provider practice patterns, adequacy of benefit/payment components and comparative differences in utilization trends by HMO and PPO providers
- Leads performance improvement and re-design initiatives in ambulatory settings
- Represents ambulatory care in developing FPP strategic and clinical planning goals; e.g., service lines, multi-disciplinary care models
- Collaborates on the integration of UNLV's hospitality program's approach(s) for improving the patient experience
- Collaborates with the Director Clinical Operations to develop and lead patient service and satisfaction initiatives
- Works with the FPP Executive Director, Practice/Site Medical Directors and Department Chairs to ensure faculty meet or exceed defined metrics for operational excellence, performance improvement and growth and expansion of services in the ambulatory setting
- Supports and collaborates with the Director Clinical Operations on budget, regulatory and compliance requirements and the establishment of clinical and operational policies and procedures

Education/Training

- Medical degree from an accredited University. Board certification in a primary specialty required
- Master of Business Administration (MBA)/Master of Health Administration (MHA) or similar degree preferred

Experience

- Prior experience in an administrative and/or management position preferred

Director Clinical Operations

Position Summary:

The Director Clinical Operations is responsible for overseeing all FPP ambulatory operations and ensuring their overall strategic, operational, and clinical success. This includes assisting with business planning and development, budgeting and managed care contracting and negotiations. Works collaboratively with the Chief Medical Officer to achieve the clinical, strategic and business objectives of the FPP. Reports to the FPP Executive Director.

Position Functions:

- Sits on FPP Board, ex officio
- Collaborates with the Chief Medical Officer to develop and lead patient service and satisfaction initiatives
- Manages Practice Managers and staff
- Assists with managed care contracting and negotiating
- Provides fiscal management of the FPP's ambulatory sites ensuring the practices' remain competitive and profitable
- Collaborates with the Chief Medical Officer to ensure quality and productivity goals are met in ambulatory sites
- Assists with business planning and development , including potential joint ventures
- Supports and collaborates with the Chief Medical Officer on regulatory and compliance requirements and the establishment of clinical and operational policies and procedures
- Integrates UNLV's hospitality program for improving the patient experience

Education/Training

- Master of Business Administration (MBA)/Master of Health Administration (MHA) or similar degree preferred

Experience

- Minimum of five years executive level experience including experience in ambulatory administration

Site/Practice Medical Director

Position Summary:

The Site/Practice Medical Director is responsible for providing physician leadership in specific ambulatory location(s) or service line and works with the Practice Manager, in those location(s) to achieve the clinical strategic and business objectives of the FPP. Reports to the Chief Medical Officer.

Position Functions:

- Reviews and approve faculty schedules (changes, additions, cancellations etc.)
- Assists with balancing faculty workloads and clinic resources
- Serves as a contact point for concerns with faculty performance as it relates to clinical practice in the ambulatory setting
- Collaborates with administrative leadership to ensure faculty performance meets or exceeds established standards
- Works with the Director Clinical Operations, the Chief Medical Officer and the Department Chairs to ensure the Department/Division meets or exceeds defined objectives for operational excellence, performance improvement and growth in the ambulatory environment
- Serves as a liaison with faculty and billing, scheduling and registration staff as needed
- Supports the Department Chairs and the Chief Medical Officer in ensuring effective system of ongoing monitoring of physician performance; with remedial action for problems including:
 - Compliance of medical records maintenance including accuracy and timely completion
 - Complaint resolution involving faculty
 - Ensuring a thorough review of adverse outcomes and appropriate referrals to peer review committees
- Integrates UNLV's hospitality program for improving the patient experience

Education/Training

- Requires a Medical degree from an accredited University. Board certification in a primary specialty required

Practice Manager

Position Summary:

The Practice Manager directs the business, technical and clinical support activities of the FPP's ambulatory locations. In conjunction with the Site/Practice Medical Director oversees administrative functions of the practice including operations, marketing, facilities, revenue cycle, human resource management, planning and development.

Position Functions

- Ensures smooth flow of Department/Division ambulatory operations by directing the work of practice staff, including RNs, clinical and administrative support staff
- Acts as a resource to faculty, staff, providers and other individuals for all practice operational needs
- Reviews and coordinates faculty clinic schedules
- Ensures that departmental and ambulatory policies and procedures are enforced. When appropriate works with the Site/Practice Medical Director, Director Clinical Operations, the Chief Medical Officer and Department Chairs to develop and implement new clinic-specific policies and procedures
- Ensures routine facility/equipment maintenance is performed; problems corrected and systems are in place to ensure a safe and comfortable environment for patient care/service delivery
- Responsible for managing recruitment, orientation, retention and termination of clinic staff
- Responsible for managing staff mix, deployment and forecasting of staff to meet patient and clinician needs
- Provides staff disciplinary counseling as necessary
- Integrates UNLV's hospitality program for improving the patient experience

Education/Training

- Bachelor's of Business Administration or Bachelor's of Health Administration or similar degree required

Experience

- Minimum of five years ambulatory administrative experience

Faculty Compensation Elements

Key Elements: FPP Compensation/Incentive Plan

In discussions with current UNSOM leadership about the existing faculty compensation plan and considering industry trends, the following goals and objectives emerges as priorities.

- ***Reward faculty in ways that correlate productivity with compensation*** across all missions, not just clinical (i.e., higher productivity should result in higher compensation)
- Provide adequate compensation to ***attract and retain faculty***
- ***Reflect individual performance, group performance and expectations relative to SOM/Departmental priorities*** (e.g., quality, efficiency, academic excellence, good citizenship)
 - *Note: Departmental priorities allow for some Chair discretion in determination*
- ***Define clinical and academic performance expectations*** clearly and consistently
- ***Focus on measureable productivity metrics*** with data that is ***timely, consistent, and accurate***
- Compensation and incentives should be ***uncomplicated, understandable, fair*** and ***transparent*** in order that each faculty member is able to explain how she/he is compensated
- Be ***fiscally viable*** and ***responsive to changes*** in the market

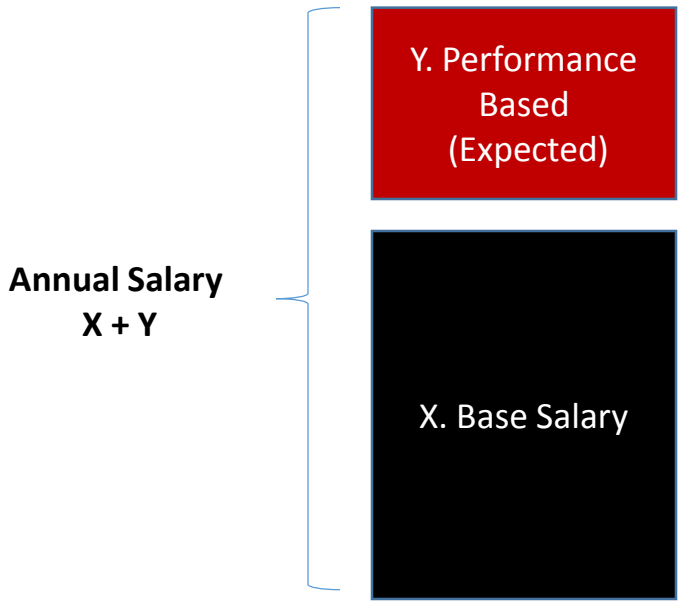
Key Compensation Plan Components – XYZ Approach

An X, Y, Z model would form the basis for the new faculty practice plan compensation plan.

Total Faculty Compensation
 $X + Y + Z$

Z. Incentive

Z Incentive = Performance exceeding expectations (e.g., at the individual, group, or SOM level)



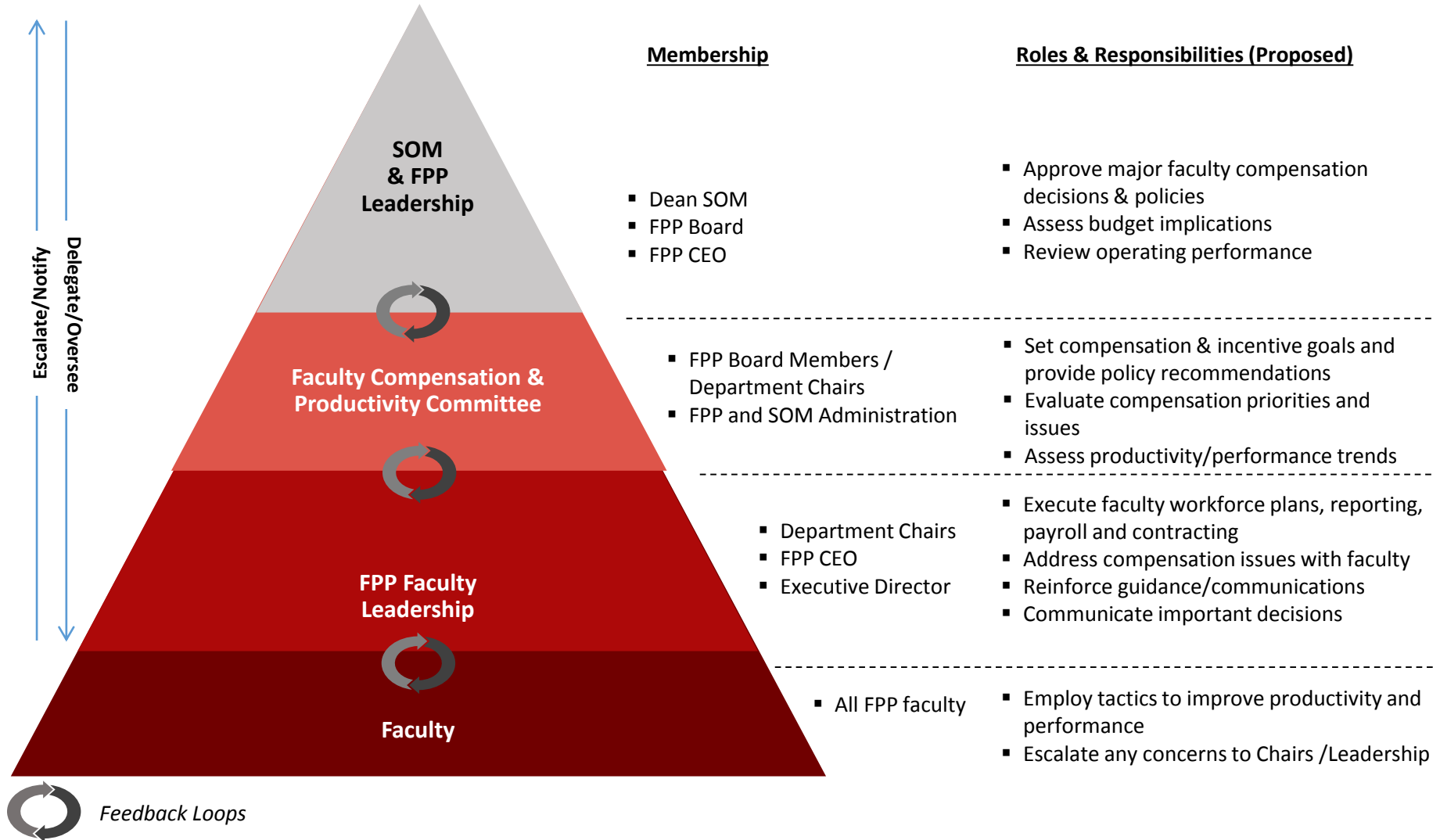
Y Component = Contingent on meeting expected level of performance (e.g., wRVUs, extramural salary support) and can be adjusted up or down based on performance

X Component = Rank and/or specialty specific compensation

Compensation Plan Design Future Planning

- Confirm an equitable, mission-based faculty compensation strategy that is consistent across departments and specialties
- Confirm faculty compensation policies including the definition of academic base, fixed and variable components, incentive metrics
- Leverage existing UNSOM policies and procedures to establish FPP's approaches to what clinical efforts are and are not allowed as members of the FPP (e.g., moonlighting)
- Confirm 'targeted' base compensation
- Confirm level of Chair discretion; ability to reduce base salary for underperforming faculty
- Establish defined expectations of effort and allocation and service for each faculty track, specialty, mission
 - Recognition for clinical and academic efforts such as teaching time, research activity, scholarly publications, time
 - Confirm metrics to measure, e.g., wRVUs, quality metrics, timely and accurate documentation, "good citizenship"
- Develop formal compensation policies and procedures for review, approval, communication, and implementation
- Incorporate terms in future faculty contracts

FPP Compensation Plan - Governance Approach



Faculty Compensation - Implementation Guidance

1. Developing Budget

- Conduct Gap Analysis for Faculty Needs
- Develop subcommittee to review faculty needs and recruitment
- Develop projected physician income at faculty level
- Determine Capital Requirements to maintain and recruit faculty
- Identify potential funding sources
- Submit budget for consideration
- Adjust and finalize based on budget approval

2. Establishing Faculty Compensation Committee

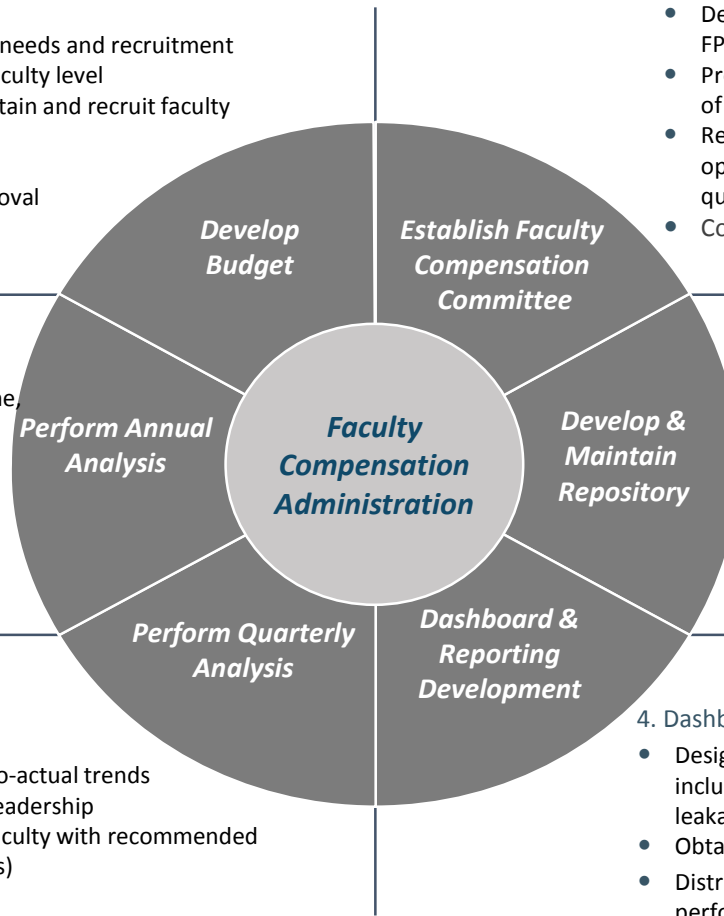
- Developing guiding principles that are committed to the FPP's mission, vision, and values to
- Provide guidance on policy that governs the administration of the compensation program, including contracting
- Review productivity/performance and identify opportunities to motivate high productivity, service, quality care and promoting organizational viability
- Communicate goals and expectations to faculty

3. Developing & Maintaining Repository

- Develop a repository of all faculty contracts
- Translate plans into mathematical formulas & accounting principles
- Maintain and distribute policies & procedures
- Maintain repository of faculty compensation plan, including all changes
- Obtain signoff from leadership, finance and legal prior to issuing projected income reports or changes to impacted faculty

4. Dashboard and Reporting Development

- Design & develop a monthly FPP reporting package inclusive of P&Ls, faculty performance metrics and patient leakage
- Obtain performance data
- Distribute dashboard on monthly basis to share performance and compensation implications with faculty



6. Perform Annual Analysis

- Perform Faculty-level analysis, including projected earned income, sensitivity to volume, payer mix, etc.
- Roll up by faculty members, cost center, department, specialty
- Educate management & leadership about proposed changes
- Provide faculty with future compensation projection

5. Performing Quarterly Analysis

- Perform faculty-level analysis of budget-to-actual trends
- Review exceptions with management & leadership
- Send updated compensation reports to faculty with recommended actions (e.g., % effort, physician schedules)

FPF Implementation and Next Steps

Overall FPP High Level Implementation Timeline

FALL 2015		WINTER 2015 / 2016			SPRING 2016		SUMMER 2016			FALL 2016		WINTER 2016 / 2017			SPRING 2017		SUMMER 2017			FALL 2017					
O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N

Transition of UNSOM FPP to UNLV

- Conduct UNSOM FPP Audit

Strategy, Business and Financial Plan

- Develop business plan & pro-forma
- Determine capital requirements
- Integrate / align FPP planning with overall SOM strategy and education / curriculum needs

Leadership/Governance

- Confirm Board structure / authority
- Recruit/hire CEO & Executive Director
- Confirm management structure/authority
- Draft FPP agreement & bylaws

Legal Requirements for 501(c)(3)

- Collaborate with the state & UNLV counsel to establish FPP 501c3
- Complete & submit Form 990

Recruitment of Faculty

- Conduct gap analysis
- Develop faculty recruitment plan
- Build new faculty into financial projections

Human Resources

- Determine staffing plan
- Retain & recruit FPP staff

Space & Infrastructure

- Evaluate space, IT, and other infrastructure needs for FPP faculty and administration

Operations

- Evaluate operational and functional needs
- Establish business office structure

Critical Success Factors

- Leadership and organizational alignment
- Ability to retain current faculty and recruit strong academic physicians
- Sound business plan and adequate funding resources
- Transparent, informative, and frequent communication with and amongst all faculty
- Effective administration, back-office functions, clinic management, and patient access

Next Steps

- Incorporate today's feedback
- Develop business and financial plan
- Align faculty Recruitment and development consistent with UNLV's SOM clinical strategy
- Engage University Counsel around establishment of the 501(c)(3)

Appendix

Implementation - Form 990 Guidance

Consult with General Counsel for guidance on completing Form 990. Due diligence should include consideration of the following:

Procedures	Committees	Policies
<ul style="list-style-type: none"> • Document Board & Committee meeting minutes • Board review of 990 form prior to submission • Publicize Form 990 & 'Conflict of Interest' documents • Publicize information on fundraising costs/practices • Board composition reflects broad public interest • Periodic review of rules constraining lobbying & political activity • Uncertain tax positions recorded according to Financial Accounting Standards Board (FASB) in Fin 48* 	<ul style="list-style-type: none"> • Compensation Committee • Audit Committee 	<ul style="list-style-type: none"> • Conflict of Interest policy for Board members, officers and senior staff • Whistleblower policy • Document retention and destruction policy • Investment and/or joint venture policy • Gift acceptance policy • Easement policy • Expense reimbursement policy • Executive compensation policy • Parent-subordinate consistency policy

* FIN 48 (Interpretation 48 of Financial Accounting Standards Board (FASB) 03/03/16 & 03/04/16) Ref. BOR-28, Page 45 of 45