

**Regular Meeting of the Board of Directors  
Minutes  
February 14, 2018  
8:00 – 10:00 a.m.**

DIRECTORS PRESENT: Martha McGrew, M.D. (Vice-Chair)  
Loretta Cordova De Ortega, M.D.  
Kendall Rogers, M.D.  
Steve McLaughlin, M.D.  
Melissa Ivers, D.M.D., M.B.A.  
Chris Pacheco  
Gary Mlady, M.D.

DIRECTORS ABSENT: Michael Richards, M.D. (Chair)  
Robert Schenck, M.D.

OFFICERS PRESENT: Donna Sigl, M.D. (Secretary)  
Jill Klar, CEO/COO  
Robert Fritch, D.O., CMO  
Marjorie Goldstein, CFO  
Angela Hawthorne, Controller  
Catherine Russell, UNM Legal  
Rebecca Ruddell, Executive Director of Revenue Cycle, Clinic Operations

OFFICERS ABSENT: None

OTHERS PRESENT: Kristin Gates  
Sharon Nir  
Erica Sanchez Hamilton  
J.P. Montoya  
Matt Sandoval  
Debbie Begay  
Quinn Mander

<b>1.0</b>	<b>Called To Order and Confirmation of Quorum</b>	<b>Action</b>
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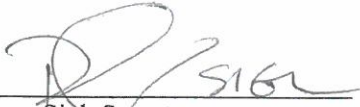
	A quorum being established, Vice-Chair Dr. Martha McGrew called the meeting to order at 8:06 a.m.	
<b>2.0</b>	<b>Opening Comments</b>	<b>Action</b>
	None	
<b>3.0</b>	<b>Vote to Approve the Minutes of December 7, 2017</b>	<b>Action</b>
	Vice-Chair McGrew called for a motion to approve the minutes from the December 7 <sup>th</sup> , 2017 Board Meeting to the Board for approval.	The motion to approve the minutes of the 12/7/17 Board of Directors meeting passed by unanimous vote (1 <sup>st</sup> Dr. McLaughlin; 2 <sup>nd</sup> Dr. Cordova de Ortega).
<b>4.0</b>	<b>Public Comment</b>	<b>Action</b>
	None	
<b>5.0</b>	<b>Report from Audit &amp; Compliance Committee</b>	<b>Action</b>
	Vice-Chair McGrew called for a motion to approve the January 30, 2018 Audit & Compliance Committee minutes.  Chris Pacheco, Chair of the Audit & Compliance Committee, gave the Audit & Compliance Committee report: <ul style="list-style-type: none"> <li>• Implementation of internal audit controls are occurring; improvements have been happening.</li> <li>• Recent audit found that terminated employees are not removed from IT systems in a timely manner; futher internal audit reviews have occurred and all groups are being informed and processes are being tightened.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The motion to accept the January 30, 2018 Audit &amp; Compliance Committee minutes passed by unanimous consent (1<sup>st</sup> Dr. Ivers; 2<sup>nd</sup> Dr. Rogers).</li> </ul>
<b>6.0</b>	<b>Report from the Finance Committee</b>	<b>Action</b>
<b>6.1</b>	Finance Committee Chair Dr. Martha McGrew gave the Finance Committee Report.  Vice-Chair McGrew called for a motion to approve the December 6, 2017 and January 29, 2018 Finance Committee meeting minutes.	<ul style="list-style-type: none"> <li>▪ The motion to accept the 12/6/17 and 1/29/18 Finance Committee meeting minutes passed by unanimous vote (1<sup>st</sup> Dr. McLaughlin; 2<sup>nd</sup> Dr. Cordova de Ortega).</li> </ul>
<b>6.2</b>	Dr. McGrew turned the meeting over to Marjorie Goldstein, who gave the financial highlights for December 2017. Highlights included: <ul style="list-style-type: none"> <li>▪ wRVUs are 2.1% above prior year, 3.3% below budget.</li> <li>▪ Collections are 2.9% below prior year, 8.2% below budget, <ul style="list-style-type: none"> <li>○ This represents an improvement from the 10.6% variance at the end of October 2017 and a 9.6% variance at the end of November 2017.</li> </ul> </li> <li>▪ \$900,000 related to BCBS commercial rates. The budget process incorrectly used inflated numbers associated with a one-time settlement.</li> <li>▪ Molina AR: \$1.1 million fewer charges yet AR is up by \$1.9 million, most of which we expect to receive. An increase in denials is anticipated.</li> <li>▪ There was a decline of \$605,000 YOY in reimbursements from United Health Care, related to increased denials.</li> <li>▪ Malpractice actual costs 14% below budget. <ul style="list-style-type: none"> <li>○ Adjustment down made to December scorecards and passed through for all SOM departments.</li> </ul> </li> <li>▪ The funds flow changes for SRMC providers has impacted the income statement budget variance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The motion to accept the financial highlights and Revenue Cycle report passed by unanimous vote (1<sup>st</sup> Dr. Ivers; 2<sup>nd</sup> Dr. Cordova).</li> </ul>

6.3	<ul style="list-style-type: none"> <li>▪ UNMMG Management company actual costs FYTD were \$12.8 million, as opposed to the \$14.2 million budgeted amount.</li> <li>▪ UNMMG’s share of the Lovelace/UNM joint venture is \$924,000 YTD</li> <li>▪ Cancer Center wRVUs variance from budget: -23.4%. The budget reflected more faculty, but positions remained unfilled.</li> </ul> <p>Rebecca Ruddell provided the Revenue Cycle update:</p> <ul style="list-style-type: none"> <li>• Billed visits are down YOY, down 9% to goal, collections down 8% to goal</li> <li>• Collections are down 4.7% per year</li> <li>• Outpatient Charge lag, 47% off goal.</li> <li>• Inpatient Charge lag is over budget at 25%.</li> <li>• Billed visits down 9% to budget, increased charge lag still 5 days higher than goal. Charge entry in range at 3 days. The charge entry backlog is significantly affecting billing.</li> <li>• Working closer to getting fully staffed.</li> <li>• Every claim is being reviewed for quality at Molina, creating delayed payments. Payer issues will be monitored, most have been resolved, and Molina issue is the bulk of problem.</li> </ul>	
7.0	<b>Report from Operations Committee</b>	<b>Action</b>
7.1	<p>Vice-Chair McGrew called for a motion to approve the January 16, 2018 Operations Committee meeting minutes.</p> <p>Dr. Steve McLaughlin, Chair of the Operations Committee, gave the Operations Committee report. The report entailed:</p> <ul style="list-style-type: none"> <li>• Review of committee membership.</li> <li>• At the first meeting, Dr. Richards reviewed charter &amp; major focuses of MG and Ops Com. Role. And Major functions of MG – faculty practice plan, billing, strategy &amp; contracting, and clinic operations. Dr. McLaughlin is looking forward to having forum for diving into ops issues.</li> <li>• For possible agenda items to be addressed by the committee, Jill Klar advised that they be sent to herself and Debbie Begay.</li> <li>• The Medical Student Documentation for CMS requirement was also discussed. A committee has been formed to meet the requirement and it includes: Paul McGuire, Jennifer Phillips, Purvi Mody, Gary Iwamoto, Rebecca Ruddell, and Irene Agostini. Compliance will establish a document that matches CMS management requirements. Involvement from IT will be required. The Medical Student documentation issues related to UNMMG will be addressed at the February 2018 Operations Committee meeting.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The motion to accept the 1/16/18 Operations Committee meeting minutes passed by unanimous vote (1<sup>st</sup> Dr. Rogers; 2<sup>nd</sup> Dr. Cordova de Ortega).</li> <li>• Jill Klar and Dr. McLaughlin will meet to discuss the next Operations Committee’s agenda items.</li> </ul>
7.2	<p>Clinic Operations Update</p> <p>Rebecca Ruddell provided the Clinic Operations Update. Updates included:</p> <ul style="list-style-type: none"> <li>• Billed visits down 2% MoM, up 13% YTD, and the no show rate is up 40%.</li> <li>• The Patient satisfaction target is 90%, we are up to 92%.</li> <li>• Recommend provider office target is down 26% to goal.</li> <li>• Billed visits down monthly to budget at 2%</li> <li>• No show rate over budget by 40%. There is no standardized process for patient reminders. Best practice would be a cellular text system.</li> <li>• CGCHAPs recommended provider office is below target by 26%. Very low survey return results. Dr. Fritch is assisting with the effort to improve scores.</li> <li>• Percentile is better to measure changes in things like Recommend Provider Office changes. Need to present both percentages and percentile rankings.</li> <li>• Other updates provided regarding the MG clinics included leadership changes at the Truman Health Services clinic; Jamie Finkelstein no longer with Truman.</li> </ul>	

<b>8.0</b>	<b>Annual Conflict of Interest Forms</b>	
	<p>The annual Conflict of Interest forms were completed by all present Board Directors and Board Secretary.</p>	<ul style="list-style-type: none"> <li>• Jill Klar and Debbie Begay will meet with Drs. Richards and Schenck to complete the Conflict of Interest Forms as they were not present at the meeting.</li> </ul>
<b>9.0</b>	<b>Chief Executive Officer Report</b>	
	<p>Jill Klar presented the CEO report:</p> <ul style="list-style-type: none"> <li>• UNMMG is moving in a different direction, improving structure and discipline. A single page dashboard was created to improve efficiency of report and how MG is improving goals and metrics. The Big 8 dashboard was also created to lead MG and all teams are tied to the same metric and goals. These goals are from the UOP and Health System. The Big 8 dashboard entails budget commitments for FY19 and focus on Margin optimization. The dashboard will be utilized to track progresses for MG teams and will eventually be turned into a live document.</li> <li>• The Data and Analytics integration team is meeting regularly to determine best path forward to improve all parts of metrics and analysis of data.</li> <li>• Sharon Nir provided a brief review of the MG dashboard via screen shots of the Qlik business intelligence tool.</li> <li>• Jill also provided an update regarding MG budgeting processes. MG has focus on 3 areas – SOM, SRMC, UNMMG; all other entities focus primarily on their own.</li> <li>• Marjorie and Jill also provided an update on UPL and Sellers Dorsey – working on contract; reminder purpose of this is to potentially increase our UPL payments for our physicians.</li> <li>• MG is heavily engaged in supporting the Huron engagement. Many are expecting revenue cycle recommendations to be at the top of Huron assessment. Jill indicated there is not much more MG can do to improve revenue cycle., as long as we remain in disparate systems/processes and structure. MG is also heavily engaged in supporting the system wide Data and Analytics project.</li> <li>• Deep dives are occurring in clinic operations. Staffing changes will occur, notable changes will include: J.P. Montoya will take over Revenue Cycle and Rebecca will move solely to Clinic Operations. Physician hiring process for the clinics are being focused on and Dr. McLean will review the process. The plan will then be vetted at HS CEOs and then eventually to the Committee of Chairs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The motion to approve the Board of Directors Chair delegation for the current meeting session from Vice-Chair McGrew to Dr. McLaughlin passed by unanimous vote (1<sup>st</sup> Dr. Ivers; 2<sup>nd</sup> Chris Pacheco). This motion occurred at 8:57 a.m. due to Dr. McGrew having to depart for another meeting.</li> <li>▪ The motion to accept the Chief Executive Report passed by unanimous vote (1<sup>st</sup> Dr. Rogers; 2nd Dr. Ivers).</li> </ul>
<b>10.0</b>	<b>Revision to Bylaws</b>	
	<ul style="list-style-type: none"> <li>▪ Jill Klar provided a brief update regarding the effort that was involved to update the UNMMG Bylaws. She thanked Catie Russell, Diana Heider, and Debbie Begay for their efforts. A process is now in place for bylaw amendments.</li> <li>▪ Catie reviewed the proposed changes to the UNMMG Bylaws. These amendments included: <ul style="list-style-type: none"> <li>▪ Approved at the December 7<sup>th</sup>, 2018 Board of Directors meeting were: Gender neutral references and Steve McKernan’s position was removed, Since then, the leadership structure of PAG needed to change, the terms on MG Board need to align with PAG leadership.</li> <li>▪ Section 10 of the Bylaws, new subclasses for PAG was addressed. PAG Class Directors will serve 2 year terms. The proposed changes will resolve logistical concerns.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ The motion to affirm by Board Action that 4<sup>th</sup> Amendment to the Bylaws are consistent with all resolutions and to replace the 3<sup>rd</sup> amendment to the Bylaws with the proposed 4<sup>th</sup> Amendment to the Bylaws passed by unanimous vote (1<sup>st</sup></li> </ul>

		Dr. Cordova de Ortega; 2 <sup>nd</sup> Dr. Ivers).
<b>11.0</b>	<b>Board Chair Report</b>	
<b>11.1</b>	Discussion of Nomination of PAG Representative, Vice-Chair – Stephen Lu, MD. The Board members reviewed Dr. Stephen Lu, Vice Chair of PAG’s resume. He has been nominated to PAG Chair Elect. Dr. Lu will be advanced as a UNMMG Board member and Dr. Rogers will step off.	▪ The motion to approve Sr. Stephen Lu as member of the Board and Dr. Donna Sigl as Board Secretary passed by unanimous vote (1 <sup>st</sup> Dr. Ivers, 2 <sup>nd</sup> Dr. Cordova de Ortega)
<b>11.2</b>	Election of Secretary As stated in the UNMMG Bylaws, officers are elected annually at the Annual Meetings. Dr. Donna Sigl accepted another calendar year term as Secretary.	
<b>13.0</b>	<b>Chief Medical Officer Report</b>	
<b>31.1</b>	Dr. Robert Fritch gave the CMO report: <ul style="list-style-type: none"> <li>▪ Cardiology was transitioned to SRMC in 5 weeks, in process. Dr. Fritch acknowledged Rebecca Ruddell and Julie Sonnenberg’s efforts for the transition.</li> <li>▪ Dr. Fritch also presented the Medication and Solution Administration and Drug Shortages policies and procedures for approval.</li> <li>▪ He also presented the Hypnotherapy privileging at UNMMG for consideration. Per the recommendation of the Credentials Workgroup, the committee members implemented a path forward and procedure for hypnotherapy services.</li> </ul>	▪ The motion to accept the CMO report as presented passed by unanimous vote (1st Dr. Ivers; 2nd Dr. Mlady)
<b>14.0</b>	<b>Physician Advisory Group Report</b>	
	Dr. Melissa Ivers, PAG Chair, presented the PAG Report: <ul style="list-style-type: none"> <li>▪ Since the last Board meeting, PAG topics and presentations included: IT, Inpatient, Outpatient, OR PAG White Paper recommendations to CEOs on January 29<sup>th</sup>, 2018. Dashboards will be established to track recommendation progresses. Talked to Dr. McGrew also discussed Student Mistreatment. Medical Student Documentation was also a topic that is noted as a recommendation.</li> <li>▪ Dr. Ivers also acknowledged Dr. Rogers for his guidance and commitment to PAG.</li> </ul>	▪ The motion to accept the PAG report passed by unanimous vote (1st Dr. Mlady; 2nd Dr. Cordova de Ortega)
<b>15.0</b>	<b>Vote to go into Executive Session</b>	
	Chairman McLaughlin called for a motion to close the Open Session and convene in Executive Session.	▪ The motion to move into Executive Session passed by unanimous vote (1 <sup>st</sup> Mlady; 2 <sup>nd</sup> Dr. Rogers).
<b>16.0</b>	<b>Vote to Reconvene in Open Session</b>	
	Chairman McLaughlin called for a motion to reconvene the Open Session of the Board meeting.  It was noted for the minutes that the Board reviewed, accepted and approved only those matters described in section 15.0 were discussed in Executive Session. If necessary, final action will be brought to those matters will be taken in Open Session.	▪ The motion to reconvene to Open Session passed by unanimous vote (1st Dr. Mlady; 2nd Dr. Rogers).
<b>17.0</b>	<b>Vote to Adjourn</b>	
	Chairman McLaughlin called for a motion to adjourn the UNMMG Board of Directors meeting.	▪ The motion to adjourn the Board of Directors meeting passed by a

	Next Board meeting will be held on April 11, 2018, at 8:00 a.m. in Domenici Center North, Room 2706.	unanimous vote (1 <sup>st</sup> Mlady; 2 <sup>nd</sup> Ivers). The meeting was adjourned at 9:34 a.m.
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Dr. Donna Sigl, Secretary



Debbie Begay, Minute Taker