MEMORANDUM

TO: The Medical Center Operating Board:

L. D. Britt, M.D., Chair
Frank M. Conner III
Hunter E. Craig
Frank E. Genovese (Advisor)
Victoria D. Harker
Michael M. E. Johns, M.D.
William P. Kanto Jr., M.D.

Constance R. Kincheloe
Charles W. Moorman
Tammy S. Murphy
The Hon. Lewis F. Payne
James V. Reyes
William H. Goodwin Jr., Rector

Ex Officio Advisory Members:
Teresa A. Sullivan
Dorrie K. Fontaine.
Robert S. Gibson, M.D.
Patrick D. Hogan

Thomas C. Katsouleas
Richard P. Shannon, M.D.
Pamela M. Sutton-Wallace
David S. Wilkes, M.D.

and

The Remaining Members of the Board of Visitors:
Frank B. Atkinson
Mark T. Bowles
Whittington W. Clement
Helen E. Dragas
Kevin J. Fay
Barbara J. Fried

John A. Griffin
Bobbie G. Kilberg
John G. Macfarlane III
Jeffrey C. Walker
Joe Garofalo, Faculty Member
Daniel T. Judge, Staff Member

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Medical Center Operating Board on February 18, 2016

The Medical Center Operating Board (MCOB) met, in Open Session, at 9:09 a.m., Thursday, February 18, 2016, in the Auditorium of the Albert and Shirley Small Special Collections Library of the Harrison Institute. Dr. Britt, Chair, presided.
Committee members present were William H. Goodwin Jr., Frank M. Conner III, Frank E. Genovese, Victoria D. Harker, Tammy S. Murphy, James V. Reyes, Hunter E. Craig, Michael M. E. Johns, M.D., William P. Kanto Jr., M.D., Constance R. Kincheloe, Charles W. Moorman, and the Honorable Lewis F. Payne.

Ex Officio advisory members present were Teresa A. Sullivan, Dorrie K. Fontaine, Robert S. Gibson, M.D., Patrick D. Hogan, Thomas C. Katsouleas, Richard P. Shannon, M.D., Pamela M. Sutton-Wallace, and David S. Wilkes, M.D.

Kevin J. Fay and Barbara J. Fried were also present.

Present as well were Evelyn R. Fleming, Susan G. Harris, W. Thomas Leback, David W. Martel, Debra D. Rinker, Nancy A. Rivers, Roscoe C. Roberts, and Farnaz F. Thompson.

Others attending for presentations were Larry L. Fitzgerald, Tracey R. Hoke, M.D., Boris P. Kovatchev, Jonathan Kipnis, Kathie L. Hullfish, M.D., and Brian H. Annex, M.D.

Dr. Britt opened the meeting. Before giving the floor to Dr. Shannon, he stated that the Health System is on a trajectory for success as evidenced by its efforts in five critical areas: School of Medicine Research portfolio; footprint expansion; workforce and expertise; education and training; and clinical quality metrics.

Remarks from the Executive Vice President for Health Affairs

Dr. Shannon began with a proposal to change the name of the Medical Center Operating Board to the Health System Board to reflect its role in strategic and operational endeavors for the entire Health System. There was no opposition expressed about a change to the name and charge of the committee.

Dr. Shannon reviewed the dashboard that has been developed for the Health System Clinical Enterprise. The dashboard tracks the five strategic areas of focus: lead by example; virtuous cycle; partner of choice; drive innovation; and top tier academic medical center.

Medical Center Finance Report

Mr. Fitzgerald reviewed the Health System's performance for the first half of FY 2016. Revenues, which were approximately $780 million, exceeded the budget, and were driven by patient acuity and some price increases. Expenses were slightly below budget. Earnings before interest, tax and depreciation (EBITD) were 11.3% and compare favorably with the for-profits. Patient volume was up from the prior year with the dialysis, imaging, and cancer units doing well. The UVA Culpeper Hospital, which was struggling, did extremely well. While
adjusted hospital admissions were below budget, the hospital is maintaining its market share. The case mix index was high and is getting higher.

Performance Discussion

Dr. Hoke reviewed the publically available data for the Health System’s three pay for performance programs: value-based purchasing; hospital-acquired conditions reduction; and readmission reduction. She emphasized that the data is two to three years old and does not reflect current efforts. Dr. Hoke reported that a link to quality and safety performance data has been added to the Health System’s website. The data covers areas such as mortality, patient falls with injury, central line-associated bloodstream infections, catheter-associated urinary tract infections, hospital-acquired pressure ulcers, and team member injuries. Dr. Hoke reviewed the Enhanced Recovery After Surgery program, which has reduced length of stay, readmissions, surgical site infections, and post-operative complications.

School of Medicine Research: Recent Successes

Dr. Wilkes reported that in the fall of 2016 the School will initiate an undergraduate medical education leadership program to develop leadership skills applicable to the health care field. The School is collaborating with Darden School faculty to pilot a fourth-year capstone project in 2017. It will be extended to the graduate program in biomedical sciences inter-professional education.

Dr. Wilkes introduced Mr. Boris P. Kovatchev and Mr. Jonathan Kipnis, and asked them to review their research. Mr. Kovatchev’s team, in collaboration with the School of Engineering, developed an artificial pancreas that helps diabetic patients control blood sugar. The technology is being tested internationally with the University participating in a number of clinical trials. The National Institutes of Health has provided more than $25 million for the project. Mr. Kipnis’s team discovered a link between the brain and the immune system. The Journal of Science listed this discovery as one of the top 10 scientific discoveries of 2015. Research continues on the impact of this discovery on various neurological diseases, including multiple sclerosis and Alzheimer’s.

Executive Session

The following motion was approved, and the MCOB commenced in Executive Session at 10:22 a.m.:

I respectfully move the Medical Center Operating Board into closed meeting to discuss proprietary, business-related information pertaining to the operations of the Medical Center including strategic personnel, financial and market and resource considerations, potential joint ventures or affiliations, partnership strategy, other marketing clinical and research growth efforts, recruitment and retention of
personnel, operating and capital budget assumptions and long range financial plan assumptions, to consider confidential information and data related to competency and qualifications for professional staff privileges and evaluation of the performance of specific personnel all for the purpose of improving patient care; and, in consultation with legal counsel, to discuss the Medical Center’s compliance with relevant federal and state legal requirements, licensure, legislative and accreditation standards, and contractual dispute which also will involve proprietary business information of the Medical Center and where disclosure at this time would adversely affect the competitive position of the Medical Center. The foregoing motion is authorized by Sections 2.2-3711 (A) (1), (6), (7), (8) and (22) of the Code of Virginia. The closed meeting of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.

At 1:10 p.m., the MCOB left Executive Session and adopted the following resolution certifying that its discussions in Executive Session had been conducted in accordance with the exemptions permitted by the Virginia Freedom of Information Act:

I move that we vote on and record our certification that, to the best of each Member’s knowledge only public business matters lawfully exempted from open meeting requirements and which were identified in the motion authorizing the closed session, were heard, discussed or considered in closed session.

On motion, the following resolutions were approved:

**CREDENTIALING AND RECREDENTIALING ACTIONS – APPROVED January 19, 2016**

1. **APPOINTMENTS TO THE CLINICAL STAFF**

   RESOLVED, the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:

   Halligan, William T., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: December 22, 2015, through June 30, 2016; Privileged in Medicine.

   Valladares Juarez, Ella M., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: December 8, 2015, through December 7, 2016; Privileged in Psychiatry and Neurobehavioral Sciences.

2. **REAPPOINTMENTS TO THE CLINICAL STAFF**
RESOLVED, the recommendations of the Clinical Staff Executive Committee for reappointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:

Beitinjaneh, Amer, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Medicine.

Berenz, Erin C., Ph.D., Psychologist in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: February 4, 2016, through December 30, 2017; Privileged in Psychology.

Broshek, Donna K., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Psychology.

Cagnina, Rebecca E., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 16, 2016, through December 30, 2017; Privileged in Medicine.

Chadduck, James B., M.D., Neurosurgeon in the Department of Neurosurgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Neurosurgery.

Dame, Lien P., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Medicine.

Den Hartog, Julia R., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Medicine.

Drake, David B., M.D., Plastic Surgeon in the Department of Plastic Surgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Plastic Surgery.

Dreicer, Robert., M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 24, 2016, through May 30, 2017; Privileged in Medicine.

Durbin, Charles G., Jr., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Anesthesiology.
Engel, Gina D., M.D., Physician in the Department of Family Medicine; Attending Staff Status; Period of Reappointment: March 1, 2016, through February 28, 2018; Privileged in Family Medicine.

Frierson, Henry F., Jr., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Pathology.

Hanks, John B., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Surgery.

Harrison, James H., Jr., M.D., Ph.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Pathology.

Howard, Sara M., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Reappointment: February 9, 2016, through August 30, 2017; Privileged in Psychology.

Humberson, Jennifer B., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Pediatrics.

Iqbal, Abid S., M.D., Pulmonologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 4, 2016, through January 30, 2017; Privileged in Medicine.

Ivanick, Nathaniel M., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 4, 2016, through September 29, 2017; Privileged in Medicine.

Kindwall-Keller, Tamila L., D.O., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Medicine.

Kron, Irving L., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Surgery.

LeGallo, Robin D., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Pathology.

McMahon, Robert W., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: February 25, 2016, through March 30, 2017; Privileged in Neurology.
James, Jessica C., D.O., Physician in the Department of Family Medicine; Attending Staff Status; Period of Reappointment: February 6, 2016, through February 5, 2018; Privileged in Family Medicine.

Park, Stephen S., M.D., Otolaryngologist in the Department of Otolaryngology Head and Neck Surgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Otolaryngology Head and Neck Surgery.

Preston, Mary B., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 26, 2016, through July 30, 2017; Privileged in Medicine.

Salomon, Alexander E., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: March 1, 2016, through February 28, 2018; Privileged in Medicine.

Shaffrey, Mark E., M.D., Neurosurgeon in the Department of Neurosurgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Neurosurgery.

Shen, Francis H., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Orthopedic Surgery.

Tucker, Jim B., Ph.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Psychiatry and Neurobehavioral Sciences.

Tung, Kenneth S., M.B.B.S., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2018; Privileged in Pathology.

Xu, Zhiyuan, M.D., Neurosurgeon in the Department of Neurosurgery; Attending Staff Status; Period of Reappointment: February 1, 2016, through January 30, 2017; Privileged in Neurosurgery.

3. SECONDARY REAPPOINTMENTS TO THE CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the secondary reappointment to the clinical staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioner are approved:

Dreicer, Robert., M.D., Hematologist Oncologist in the Department of Urology; Attending Staff Status; Period of Reappointment: February 24, 2016, through May 30, 2017; Privileged in Urology.
4. DATE CHANGES TO CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the status change in clinical privileges to the following practitioner are approved:

Potter, Jeffrey A., M.D., Rheumatologist in the Department of Medicine; Attending Staff Status; Date Change effective January 31, 2016, through January 30, 2017; Privileged in Medicine.

Volodin, Leonid, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Date Change effective January 31, 2016, through January 30, 2017; Privileged in Medicine.

5. RESIGNATIONS OF CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Clinical Staff are approved:

Beller, George A., M.D., Cardiologist in the Department of Medicine; Effective Date of Retirement: December 31, 2015.

Carpenter, Martha A., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Retirement: December 30, 2015.

Crall, Nicolas D., D.O., Psychiatrist in the Department of Medicine; Effective Date of Resignation: December 8, 2015.

Hostler, Sharon L., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Retirement: January 1, 2016.

Morris, Monica R., M.D., Radiation Oncologist in the Department of Radiation Oncology; Effective Date of Resignation: December 31, 2015.

Nunley, Wallace C., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Effective Date of Retirement: December 31, 2015.

Jaffee, Michael S., M.D., Neurologist in the Department of Medicine; Effective Date of Resignation: January 6, 2016.

Reardon, Keli A., M.D., Radiation Oncologist in the Department of Radiation Oncology; Effective Date of Resignation: January 1, 2016.

6. PRIVILEGES FOR NEW ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the granting of privileges to the following Allied Health Professionals are approved:
Bishop, Karrie M., R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 31, 2015 through November 1, 2016; Privileged as a Pediatric Nurse Practitioner.


Eccles, Jennifer, P.A., Physician Assistant in the Department of Medicine; Period of Privileging: December 17, 2015 through November 15, 2016; Privileged as a Physician Assistant.

Hughes, Veronica, R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: December 21, 2015 through December 3, 2016; Privileged as an Acute Care Nurse Practitioner.


7. RENEWAL OF PRIVILEGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the renewal of privileges to the following Allied Health Professionals are approved:

Becker, Joshua A., P.A., Physician Assistant in the Department of Surgery; Period of Privileging: February 4, 2016 through February 3, 2018; Privileged as a Physician Assistant.

Bowles-Childress, Melinda, R.N., N.P., Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: February 14, 2016 through February 13, 2018; Privileged as an Acute Care Nurse Practitioner.

Cuccia, Gary, R.N., N.P., Certified Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: March 1, 2016 through February 28, 2018; Privileged as a Certified Nurse Anesthetist.

Ekberg-Shelley, Janice E., R.N., N.P., Certified Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: March 1, 2016 through February 28, 2018; Privileged as a Certified Nurse Anesthetist.

Evans, Selene M., R.N., N.P., Adult Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: February 21, 2016 through February 20, 2018; Privileged as an Adult Nurse Practitioner.
8. NEW PRIVILEGES TO ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for new procedural privileges to Allied Health Professional of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:


9. RESIGNATIONS OF ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Allied Health Professionals are approved:

Pherson, Charlene G., R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Effective Date of Resignation: December 5, 2015.


On motion, the meeting was adjourned at 1:10 p.m.

SGH:wtl

These minutes have been posted to the University of Virginia’s Board of Visitors website: http://www.virginia.edu/bov/mcobminutes.html