

April 2, 2009

MEMORANDUM

TO: The Medical Center Operating Board:

E. Darracott Vaughan, Jr., M.D., Chair	
W. Heywood Fralin, Rector	The Hon. Lewis F. Payne
Sam D. Graham, Jr., M.D.	Randl L. Shure
William P. Kanto, Jr., M.D.	Edward J. Stemmler, M.D.
Randy J. Koporc	John O. Wynne
Vincent J. Mastracco, Jr.	

Ex Officio Advisory Members:

Steven T. DeKosky, M.D.	R. Edward Howell
John B. Hanks, M.D.	Leonard W. Sandridge

and

The Remaining Members of the Board of Visitors:

Daniel R. Abramson	Robert D. Hardie
A. Macdonald Caputo	Glynn D. Key
The Honorable Alan A. Diamonstein	Austin Ligon
Susan Y. Dorsey	Don R. Pippin
Helen E. Dragas	Warren M. Thompson
Thomas F. Farrell, II	Rahul Gorawara

FROM: Alexander G. Gilliam, Jr.

RE: Cover Note for Minutes of the Meeting of the Medical Center Operating Board on April 2, 2009

Although my name appears as the Minute taker on these Minutes, they were written by Susan Harris in her capacity as Secretary to the Board-elect. She very kindly offered to do this as an exercise in preparation for taking office on May 1st.

AGG:jb

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FROM: Alexander G. Gilliam, Jr.

RE: Minutes of the Meeting of the Medical Center Operating Board
on April 2, 2009

The Medical Center Operating Board of the Board of Visitors of the University of Virginia met, in Open Session, at 8:30 a.m., Thursday, April 2, 2009, in the Board Room at the Medical Center; E. Darracott Vaughn, Jr., M.D., presided.

W. Heywood Fralin, Sam D. Graham, Jr., M.D., William P. Kanto, Jr., M.D., Randy J. Koporc, Vincent J. Mastracco, Jr., the Honorable Lewis F. Payne, Randl L. Shure, Edward J. Stemmler, M.D., and John O. Wynne were present.

John B. Hanks, M.D., R. Edward Howell and Leonard W. Sandridge, all *ex officio* Members, also were present.

Other Board of Visitors members attending the meeting were Daniel R. Abramson, A. Macdonald Caputo, Ms. Helen E. Dragas, and Robert D. Hardie.

Present as well were Arthur Garson, Jr., M.D., Ms. Pamela Cipriano, Larry Fitzgerald, Ms. Lynn Fleming, Ms. Karen Rendleman, Ms. Patricia L. Cluff, Thomas Harkins, Marshall Ruffin, M.D., Robert Gibson, M.D., Ms. Yoke San Reynolds, Ms. Sally Barber, Ms. Priscilla Shuler, Alexander G. Gilliam, Jr., Ms. Susan G. Harris, and Ms. Jeanne Flippo Bailes

The Chair opened the meeting by making remarks about the federal economic stimulus package, and asked Leonard Sandridge to comment on the impact on the University's budget. Mr. Sandridge remarked that the University was pursuing federal funds directly from federal agencies, but he did not believe anything would be decided for four to five months. Mr. Howell commented that information technology was an area of funding.

ACTION ITEM: Medical Center Policy for the Prevention, Detection, and Mitigation of the Theft of Patients' Identities

The Chair called on Mr. Howell to comment on the policy on identity theft. Mr. Howell stated that the Fair and Accurate Credit Transaction Act required the Medical Center to adopt an identity theft prevention policy approved by the governing body. Medical Center Policy #0286 is appended to the resolution.

On motion, the Medical Center Operating Board adopted the following resolution:

APPROVAL OF MEDICAL CENTER POLICY FOR THE PREVENTION, DETECTION AND MITIGATION OF THE THEFT OF PATIENTS' IDENTITIES

RESOLVED, the Medical Center Operating Board approves Medical Center Policy Number 0286, *Prevention, Detection, and Mitigation of the Theft of Patients' Identities*, and authorizes the Vice President and Chief Executive Officer of the Medical Center to modify or amend the policy as he may deem necessary from time to time in order to comply with law or overall University policy; and

RESOLVED FURTHER, the Vice President and Chief Executive Officer of the Medical Center is authorized to implement the requirements of Medical Center Policy 0286 consistent with the overall University program on identity theft prevention.

VICE PRESIDENT'S REMARKS

Mr. Howell introduced Mr. Thomas Harkins, Chief Environment of Care Officer, to review the status of capital projects. Mr. Harkins reviewed the capital projects which included a slide presentation and time-lapse video. Mr. Howell remarked that additional funding is needed for the Bill and Barry Battle Building to become a reality.

Mr. Wynne asked whether all of work referred to as "deferred maintenance" was truly deferred. Mr. Harkins responded that some was deferred and some was for the future. Mr. Sandridge stated that the infrastructure improvements and remodeling of the units picked up many deferred maintenance items. Dr. Vaughan commented that the unit remodeling was "very crisp and clean".

Mr. Payne asked about the future uses of the West Complex. Mr. Howell responded that the cancer units will move out and the space will be reassigned, however, no specific plans have been made. Eventually the land may be used for a replacement hospital.

Mr. Howell continued his remarks, noting that patient volumes are down compared with budget and the prior year.

Mr. Howell mentioned the partnership with Culpeper Regional Hospital. They are purchasing through the University's group purchasing arrangement and are accessing other contracts. They have experienced a reduction in patient volumes also.

Mr. Howell remarked that the economic stimulus funding is expected to bring some short term relief to the state's Medicaid program, but this is short term funding.

The Joint Commission survey went well and the Hospital has retained full accreditation. CMS has not responded yet on Conditions of Participation in Medicare and Medicaid. COPD (chronic obstructive pulmonary disease) program certification was the first in the Commonwealth.

Recent recognitions and awards: VHHA will award the Medical Center its Community Benefit Award at their Spring meeting, and the

Medical Center will once again be recognized as one of America's 100 Top Hospitals.

Mr. Howell's final comments focused on the recent Clinical Staff Retreat to kick off implementation of the Electronic Medical Record. Mr. Howell stated it was a successful event and by the end of 2011, the Medical Center will have a new way of doing things.

FINANCIAL REPORT

Mr. Howell called on Mr. Fitzgerald, Chief Financial Officer of the Medical Center, to present the Financial Report, and Ms. Pamela Cipriano, Chief Clinical Officer, to present the report on Operations.

Mr. Fitzgerald reported that the Hospital's operating income is behind budget by \$7 million, but some outpatient areas are ahead of budget. Inpatient admissions continue to be below budget, in part due to lack of bed capacity at peak times. Also, the current economic crisis is adversely impacting admissions.

Cardiology and Pediatrics have been down: Cardiology because of competition and a push for short stay and outpatient service; Pediatrics is affected by capacity issues.

Although admissions have decreased, length of stay (LOS) is above budget resulting in only a 0.5% decrease in inpatient days. LOS is 6.16 compared to a budgeted 5.80 days.

Mr. Fitzgerald said the Medical Center is tracking the number of patients turned away, which is currently 265 for the year, but not all are turned away because of lack of capacity.

Ms. Dragas asked about the long range financial plan. Mr. Howell stated that long range planning is done on a rolling 7 year basis. Mr. Fitzgerald said the budget is brought to the Board in June, and then they begin the long range planning and bring it to the Board in December. A concern this year is the uncertainty of how Medicare payments will be made in the future.

OPERATIONS REPORT

Ms. Cipriano focused her remarks on capacity issues. She said 17 patients were without beds that morning. The Medical Center has launched initiatives to achieve the desired capacity. These initiatives are focused on accomplishing four goals: 1. Maximizing capacity in all services; 2. Increasing capacity for better access;

3. Decreasing Length of Stay; and 4. Restoring budgeted discharge volume. Initiatives include incentives to encourage University employees to use Medical Center services, extending clinic hours for patient convenience, and a number of initiatives designed to move inpatients through more efficiently and effectively. Desired outcomes are the following: 1. Average daily census increased by 15 patients per day by July 1; 2. More rapid admission of transfers; and 3. Increased utilization of all services.

COMPLIANCE REPORT

Mr. Howell stated that the annual Compliance Report is a written report in the Board's materials. Ms. Lori Strauss was not available to give the report, but she will be available at future meetings. The Report is appended to these Minutes as Attachment A.

DEVELOPMENT

The Chair asked Ms. Karen Rendleman, Associate Vice President for Health System Development, to give the quarterly Health System Development report. Ms. Rendleman stated that they have raised \$448 million as of February 28, 2009. This is 90% of the goal in 65% of time elapsed in the capital campaign.

Major new gifts include \$6.8 million from the Bill and Melinda Gates Foundation for a pilot study in the Division of Infectious Diseases; \$260,000 from the Ivy Foundation for five research projects in the Biomedical Innovation grants program; a \$250,000 planned gift for the Claude Moore Medical Education Building; and a \$100,000 verbal commitment to the Bill and Barry Battle building.

Ms. Rendleman said \$15.5 million has been raised toward the \$29 million fundraising goal for the Emily Couric Clinical Cancer Center.

The Bill and Barry Battle Building at the Children's Hospital has a goal of \$18 million of private support by December 2009. Initiatives are underway to raise the funds, but still more to do.

Key issues for the second half of fiscal year 2009 include increasing unrestricted support and analyzing and improving the grateful patient program. Ms. Rendleman anticipates that the \$500 million goal will be reached by the end of 2010.

CONTINUUM HOME HEALTH

Mr. Howell said that The Joint Commission requires the Home Health Agency, Continuum, provide an annual report to the governing body. The report is a written report in the Board materials and is appended to the Minutes as Attachment B.

REPORT BY THE PRESIDENT OF THE CLINICAL STAFF

The Chair called on John Hanks, M.D., President of the Clinical Staff, to provide a report on the Clinical Staff.

Dr. Hanks said the fourth Clinical Staff Retreat focused on the electronic medical record (EMR). He thanked a number of people who were involved in planning the Retreat, and gave a summary of the program. On Friday, the CEO of Epic Systems (the software vendor) Judy Faulkner, gave a presentation. In addition, Martin Harris, M.D., the Chief Information Officer of the Cleveland Clinic Foundation discussed their experience implementing the Epic system.

On Saturday, there were further presentations and breakout sessions covering eight clinical areas. Each breakout session addressed the same set of questions generated by Epic. Following the breakout sessions, the group came together to report on the sessions.

Dr. Hanks said the physician involvement and engagement is unquestioned and he perceives an evolving partnership with colleagues in nursing and administration on implementing an EMR.

He mentioned that following the Retreat a number of physicians and others went to the Madison, Wisconsin headquarters of Epic Systems. He said Epic people were impressed with the vigorous and enthusiastic discussions that ensued at the Retreat.

Dr. Hanks and Dr. Robert Gibson will be putting together a summary of the Retreat and they are thinking about follow-up meetings. Dr. Hanks said they look forward to the successful implementation of the EMR and being part of the process.

Mr. Howell thanked Dr. Hanks and added that they are sending "builders" to the Epic headquarters for training: 35 persons have gone already, and another 80 will go in the next 4 to 5 months.

Mr. Sandridge stated that the EMR is a major undertaking with an ambitious schedule. He was impressed with the enthusiasm expressed at the Retreat.

Dr. Kanto said his hospital has undertaken this process and it is a huge amount of work and brings up all sorts of issues.

EXECUTIVE SESSION

After adopting the following motion enabling it to meet in Closed Session, the Medical Center Operating Board went into Closed Session at 10:25 a.m.:

That the Medical Center Operating Board go into Closed Session to discuss proprietary business-related information pertaining to operations of the Medical Center in connection with strategic personnel, financial, market and resource considerations and efforts; including Medical Center employee recruitment, retention and compensation programs, Medical Center subsidiaries and participation in existing and potential joint ventures or other competitive efforts where public disclosure would adversely affect the Medical Center's bargaining position.

Also, to consider confidential information and data related to the adequacy and quality of professional services, patient safety in clinical care patient grievances all for the purpose of improving patient care.

Further, in consultation with legal counsel, to discuss the Medical Center's compliance with relevant federal reimbursement regulations, licensure and accreditation standards, including Medicaid Disproportionate Share, as well as negotiations concerning performance of a contract and related litigation, which will also involve proprietary business information 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 Session of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.

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That the Medical Center Operating Board go into Closed Session to consider proposed personnel actions regarding the appointment, reappointment, resignation, assignment, performance and credentialing of specific clinical staff members and allied health care professionals.

The foregoing motion is authorized by Section 2.2-3711 (A) (1), of the Code of Virginia. The Closed Session of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.

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The Medical Center Operating Board resumed its meeting in Open Session at 11:50 a.m., and adopted the following resolution certifying that its discussions in Executive Session had been conducted in accord with the exemptions permitted by the Virginia Freedom of Information Act:

That we vote on and record our certification that, to the best of each Board member's knowledge, only public business matters lawfully exempted from open meeting requirements and which were identified in the motion(s) authorizing the closed session, were heard, discussed or considered in closed session.

ACTION ITEM: Approval of Credentialing and Recredentialing Actions

The Medical Center Operating Board approved the following Credentialing and Recredentialing resolutions, which were discussed in Executive Session:

CREDENTIALING AND REREDENTIALING ACTIONS

NEW APPOINTMENTS TO THE CLINICAL STAFF

RESOLVED that 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:

Annex, Brian H., M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 26, 2009, through January 25, 2010; Privileged in Cardiology.

DeKosky, Steven T., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Appointment: February 26, 2009, through February 25, 2010; Privileged in Neurology.

Erdbruegger, Uta, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: January 23, 2009, through November 30, 2009; Privileged in Medicine.

Herndon, Steve E., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Appointment: March 1, 2009, through February 28, 2010; Privileged in Medicine.

Krupski, Tracey L., M.D., Urologist in the Department of Urology; Attending Staff Status; Period of Appointment: March 5, 2009, through March 1, 2010; Privileged in Urology.

Sarin, Shawn N., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Appointment: February 26, 2009, through June 30, 2009; Privileged in Radiology.

Wang, Gwo Jaw, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Appointment: March 6, 2009, through March 5, 2010; Privileged in Orthopedic Surgery.

REAPPOINTMENTS TO THE CLINICAL STAFF

RESOLVED that 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:

Taft, William C., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: January 1, 2009 through December 31, 2010; Privileged in Neurology.

STATUS CHANGES TO CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status changes in clinical privileges to the following practitioners are approved:

McLaren, Nancy M., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Date of Reappointment changed to February 25, 2009 - February 24, 2010. Privileged in Pediatrics.

Roshandel, Zia, M.D., Physician in the Department of Medicine; Attending Staff Status; Date of Reappointment Changed to January 22, 2009 through January 21, 2010; Privileged in Medicine.

Sefczek, Donna M., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Date of Reappointment Changed to February 1, 2009 through January 31, 2010; Privileged in Radiology.

Sefczek, Donna M., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Date of Reappointment Changed to February 1, 2009 through January 31, 2010; Privileged in Radiology.

Sefczek, Robert J., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Date of Reappointment Changed to February 1, 2009 through January 31, 2010; Privileged in Radiology.

Wong, Emily J.C., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Date of Reappointment Changed to March 1, 2009 through February 28, 2010; Privileged in Pediatrics.

RESIGNATIONS FROM THE CLINICAL STAFF

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

Elward, Kurtis, M.D., Physician in the Department of Family Medicine; Attending Staff Status; Effective date of Resignation: March 1, 2009.

Gal, Thomas J., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective date of Resignation: November 28, 2008.

Hall, Courtney N., M.D., Physician in the Department of Physical Medicine; Instructor Staff Status; Effective date of Resignation: December 14, 2008.

Hammill, William W., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Effective date of Resignation: March 6, 2009.

PRIVILEGES FOR NEW ALLIED HEALTH PROFESSIONALS

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

Cardwell, John, P.A., Physician Assistant at Lynchburg Nephrology Dialysis; Period of Privileging: February 2, 2009, through February 1, 2010; Privileged as a Physician Assistant.

Neurock, Dory L., R.N., N.P., Family Nurse Practitioner in Otolaryngology; Period of Privileging: January 7, 2009 through January 5, 2010; Privileged as a Family Nurse Practitioner.

RENEWAL OF PRIVILEGES FOR ALLIED HEALTH PROFESSIONALS

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

Baldwin, Janelle, R.N., N.P., Adult Nurse Practitioner in Hematology Oncology; Period of Privileging: June 16, 2009, through June 15, 2011; Privileged as an Adult Nurse Practitioner.

Blair, Kenneth L., P.A., Physician Assistant in TCV Surgery; Period of Privileging: July 1, 2009, through June 30, 2011; Privileged as a Physician Assistant.

Brady, Carolyn A., R.N., N.P., Acute Care Nurse Practitioner in the Heart Center/Cardiology; Period of Privileging: June 3, 2009, through June 2, 2011; Privileged as an Acute Care Nurse Practitioner.

Brady, Helena V., R.N., N.P., Neonatal Nurse Practitioner in NICU; Period of Privileging: May 19, 2009, through May 18, 2011; Privileged as a Neonatal Nurse Practitioner.

Bruen, Denise, R.N., N.P., Adult Nurse Practitioner in Neurosurgery; Period of Privileging: June 21, 2009, through June 20, 2011; Privileged as an Adult Nurse Practitioner.

Eddins, Carolyn W., R.N., N.P., Family Nurse Practitioner in Wound, Ostomy, & Continence; Period of Privileging: June 9, 2009 through June 8, 2011; Privileged as a Family Nurse Practitioner.

Fallon, Joseph E., R.N., N.P., Physician Assistant in Interventional Radiology; Period of Privileging: July 1, 2009 through June 30, 2010; Privileged as a Physician Assistant.

Finnegan, Tiffany L., AuD, Audiologist in the Department of Otolaryngology; Period of Privileging: June 16, 2009 through June 15, 2011; Privileged as an Audiologist.

Ford, Gabriele, R.N., N.P., Family Nurse Practitioner in Pediatric Pulmonary Division; Period of Privileging: July 4, 2009 through July 3, 2011; Privileged as a Family Nurse Practitioner.

Hand, Rebecca, R.N., N.P., Acute Care Nurse Practitioner in Neurosurgery; Period of Privileging: June 30, 2009 through June 28, 2011; Privileged as an Acute Care Nurse Practitioner.

Hildebrand, Debra L., M.Ed., Audiologist in the Department of Otolaryngology; Period of Privileging: July 1, 2009 through June 30, 2011; Privileged as an Audiologist.

Lipp, Lynette N., P.A., Physician Assistant in Orthopedic Surgery; Period of Privileging: June 16, 2009 through June 15, 2011; Privileged as a Physician Assistant.

Macfarlan, Theresa R., R.N., N.P., Acute Care Nurse Practitioner in TCV PO; Period of Privileging: July 18, 2009 through July 17, 2011; Privileged as an Acute Care Nurse Practitioner.

Maling, Barbara L., R.N., N.P., Acute Care Nurse Practitioner in the EP Lab; Period of Privileging: July 28, 2009 through July 27, 2011; Privileged as an Acute Care Nurse Practitioner.

Nguyen, Tanya, R.N., N.P., Family Nurse Practitioner in Neurosurgery; Period of Privileging: July 28, 2009 through July 27, 2011; Privileged as a Family Nurse Practitioner.

Perry, Lois M., R.N., N.P., Family Nurse Practitioner in Adult Medical Surgical Care; Period of Privileging: July 18, 2009 through July 17, 2011; Privileged as a Family Nurse Practitioner.

Roberts, Sarah E., R.N., N.P., Acute Care Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: June 21, 2009 through June 20, 2011; Privileged as an Acute Care Nurse Practitioner.

Sennett, Margaret M., R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: July 1, 2009 through June 30, 2011; Privileged as a Pediatric Nurse Practitioner.

Sims, Terran W., R.N., N.P., Acute Care Nurse Practitioner in Hematology Oncology; Period of Privileging: July 1, 2009 through June 30, 2011; Privileged as an Acute Care Nurse Practitioner.

White, Beth T., R.N., N.P., Family Nurse Practitioner in Lake Monticello Internal Medicine Practice; Period of Privileging: July 29, 2009 through July 28, 2011; Privileged as a Family Nurse Practitioner.

Zhao, Hong, R.N., N.P., Acute Care Nurse Practitioner in the Department of Urology; Period of Privileging: July 17, 2009 through July 16, 2011; Privileged as an Acute Care Nurse Practitioner.

STATUS CHANGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status change in privileges to the following Allied Health Professional are approved:

Childress, Reba, R.N., N.P., Family Nurse Practitioner in the Nephrology Clinic; Date of Privileges Changed to November 4, 2008 through November 3, 2009; Privileged as Family Nurse Practitioner.

Fitzhugh, Cawood B., R.N., N.P., Family Nurse Practitioner in the Cancer Center; Date of Privileges Changed to January 24, 2009 through January 4, 2010; Privileged as a Family Nurse Practitioner.

Sams, Robert M., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Date of Privileges Changed to February 1, 2009 through January 31, 2011; Privileged as a Certified Nurse Anesthetist.

RESIGNATIONS OF ALLIED HEALTH PROFESSIONALS

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

Belcher, Jane I., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Effective Date of Resignation: August 30, 2008.

Easter, Catherine R., R.N., N.P., Family Nurse Practitioner in the Department of Emergency Medicine; Effective Date of Resignation: October 28, 2008.

Enterline, Leslie, P.A., Physician Assistant in the Hematology Oncology Clinic; Effective Date of Resignation: November 5, 2008.

Harman, Jeremy R., P.A., Physician Assistant in TCV Surgery; Effective Date of Resignation: February 20, 2009.

Tribble, Sidenia S., R.N., N.P., Acute Care Nurse Practitioner in the MSICU; Effective Date of Resignation: November 1, 2008.

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On motion, the meeting was adjourned at 11:55 a.m.

AGG:jfb

These minutes have been posted to the University of Virginia's
Board of Visitors website.

<http://www.virginia.edu/bov/mcobminutes.html>