

November 15, 2010

MEMORANDUM

TO: The Medical Center Operating Board:

Vincent J. Mastracco Jr., Chair
Helen E. Dragas
Sheila C. Johnson
William P. Kanto Jr., M.D.
Constance R. Kincheloe
Randy J. Koporc

The Hon. Lewis F. Payne
Randl L. Shure
E. Darracott Vaughan Jr., M.D.
John O. Wynne, Rector

Ex Officio Advisory Members:

Steven T. DeKosky, M.D.
Robert S. Gibson, M.D.

R. Edward Howell
Leonard W. Sandridge

and

The Remaining Members of the Board of Visitors:

A. Macdonald Caputo
Hunter E. Craig
The Honorable Alan A. Diamonstein
Susan Y. Dorsey
W. Heywood Fralin
Marvin W. Gilliam Jr.

Robert D. Hardie
Glynn D. Key
Mark J. Kington
Randal J. Kirk
Austin Ligon
Stewart H. Ackerly

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Medical Center Operating Board
on November 15, 2010

The Medical Center Operating Board of the Board of Visitors of the University of Virginia met, in Open Session, at 8:30 a.m., Monday, November 15, 2010, in the Board Room at the Medical Center; Vincent J. Mastracco Jr., Chair, presided.

Ms. Helen E. Dragas, Ms. Sheila C. Johnson, William P. Kanto Jr., M.D., Ms. Constance R. Kincheloe, Randy J. Koporc, The Hon. Lewis F. Payne, E. Darracott Vaughan Jr., M.D., and John O. Wynne were present. Randl L. Shure participated by telephone.

Steven T. DeKosky, M.D., Robert S. Gibson, M.D., R. Edward Howell, and Leonard W. Sandridge, all *ex officio* Members, also were present.

Present as well were Andrew Hodson, M.D., A. Macdonald Caputo, Mark J. Kington, Austin Ligon, Ms. Teresa A. Sullivan, Arthur Garson Jr., M.D., Larry Fitzgerald, Ms. Lynne Fleming, Robert H. Cofield, Jonathon Truwit, M.D., Ms. Susan G. Harris, Ms. Michelle Hereford, Ms. Susan M. Huerta, Mark Keroack, M.D., David J. Neuman, Ms. Dorothy K. Fontaine, Bradley E. Haws, and Ms. Jeanne Flippo Bailes.

The Chair welcomed Dean Fontaine, the dean of the School of Nursing; and Mr. Haws, recently appointed CEO of the Health Services Foundation.

Action Item: Addition of a Public Member and Three Advisory Members

The chair gave a brief background on the creation of the Medical Center Operating Board, the number and makeup of members, and the need for more representation of various constituencies on the Board. It was recommended that the Board approve the addition of a public member and three advisory members to the Medical Center Operating Board: the President, the Executive Vice President and Provost, and the Dean of the School of Nursing.

The Chair said the plan is to add Andrew Hodson, M.D., as the sixth public member. Dr. Hodson has served on the MCOB Quality Subcommittee since 2007. He trained and practiced medicine in England and the United States, specializing in adult and child neurology. He has been a resident of Afton, Virginia, since 2000.

On motion, the Medical Center Operating Board adopted the resolution and recommended it to the full Board of Visitors for approval.

APPROVAL OF ADDITION OF A PUBLIC MEMBER AND THREE ADVISORY MEMBERS TO THE MEDICAL CENTER OPERATING BOARD

RESOLVED, the Board approves, but does not mandate, the appointment, by the Board of Visitors, of an additional non-voting public member to the Medical Center Operating Board for a total of no more than six public members; and the Board approves the appointment of three additional advisory members: the President of the University, the Executive Vice President and Provost, and the Dean of the School of Nursing, thereby amending the resolution entitled Creation of the University of Virginia Medical Center Operating Board, enacted by the Board of Visitors on 24 January 2002, and all subsequent amendments thereto; and

RESOLVED FURTHER, the *Manual* of the Board of Visitors, as approved on 31 July 2004, Section 3.28, entitled The Medical Center Operating Board, is revised and restated in its entirety as follows:

The Medical Center Operating Board shall be the governing board of the Medical Center and the Transitional Care Hospital for Joint Commission on Accreditation of Hospital Organization purposes, responsible to oversee and direct the operations of the Medical Center and the Transitional Care Hospital as delegated by the Board of Visitors.

The Rector shall serve as a voting member, and he shall appoint four other members of the Board of Visitors, including the chair, to serve as voting members of the Medical Center Operating Board; one of these members shall be the chair of the Finance Committee. The Board of Visitors may appoint no more than six public non-voting members of the Medical Center Operating Board, to serve for initial terms not to exceed four years. The President of the University, the Executive Vice President and Provost of the University, the Executive Vice President and Chief Operating Officer of the University, the Vice President and Chief Executive Officer of the Medical Center, the Vice President and Dean of the School of Medicine, the Dean of the School of Nursing, and the President of the Clinical Staff of the Medical Center shall serve as non-voting advisory members.

Mr. Howell said year-end financial statements have been audited and he asked Larry Fitzgerald to review them with the Board. Mr. Fitzgerald reviewed the income statement for all business units for fiscal year 2010. He pointed out the state appropriation line, which is Cancer money and a repayment of \$40 million the state borrowed to pay state operating expenses. On expenses, he said the Medical Center provided \$20,998,759 to the School of Medicine as part of the gainsharing plan.

Mr. Fitzgerald reviewed the financial dashboard for fiscal year 2011 through September. He said the volume is up a little in adjusted discharges and the case mix index (CMI) is down. The revenue is below budget because of the CMI. Part of the reason for this is Neurosurgery is down with the loss of a surgeon.

Labor and supplies are below budget and operating income is up for the first quarter of 2011, said Mr. Fitzgerald. He is optimistic that as the year progresses the Board will be satisfied with the numbers.

On benchmarks, he said capital expense is higher than average, but that is a good thing. The Medical Center is a little out of line on cost per CMI adjusted discharge at \$10,236 when the Action O-I 50th percentile is \$9,484. Action O-I is the Medical Center's selected

compare group. He said Heart lost market share in 2008-2009, but he believes the drop will not continue.

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EXECUTIVE SESSION

After adopting the following motions enabling it to meet in Closed Session, the Medical Center Operating Board went into Executive Session at 9:00 a.m.:

That the Medical Center Operating Board go into Executive Session to discuss proprietary, business-related information pertaining to Medical Center personnel, financial, fundraising, market and resource considerations and efforts regarding the Medical Center, including potential strategic joint ventures or other growth efforts, long range financial planning, financial sharing with the School of Medicine and Medical Center reserves where public disclosure would adversely affect the Medical Center's competitive position; to consider confidential information and data related to the adequacy and quality of professional services, competency and qualifications for professional staff privileges, patient safety in clinical care, review of proprietary Medical Center performance measures and metrics and patient grievances all for the purpose of improving patient care; and, in consultation with legal counsel, the Medical Center's compliance with relevant federal and state legal requirements, licensure and accreditation standards, which will also involve proprietary business information of the Medical Center, and evaluation of the performance of specific Medical Center personnel, 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 Executive 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 Executive 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 Executive Session of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.

The Medical Center Operating Board resumed its meeting in Open Session at 11:30 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.

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The Chair asked the Board to approve the Quality Report, which was discussed in Executive Session. On motion, the Quality Report was approved. This report does not go to the full Board for approval.

ACTION ITEM: Approval of Credentialing and Recredentialing Actions

The Medical Center Operating Board approved the following Credentialing and Recredentialing resolutions:

CREDENTIALING AND REREDENTIALING ACTIONS

1. 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:

Agarwal, Avinash, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: September 1, 2010, through August 31, 2011; Privileged in Surgery.

Babar, Nabeel I., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Appointment: August 24, 2010, through August 23, 2011; Privileged in Medicine.

Browne, James A., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Appointment: September 1, 2010, through August 31, 2011; Privileged in Orthopedic Surgery.

Druzgal, Thomas J., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Appointment: September 9, 2010, through September 8, 2011; Privileged in Radiology.

Freilich, Aaron M., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Appointment: August 26, 2010, through August 25, 2011; Privileged in Orthopedic Surgery.

Langer, Jennifer E., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Appointment: August 16, 2010, through August 15, 2011; Privileged in Obstetrics and Gynecology.

Lawrence, Jason M., M.D., Physician in the Department of Medicine; Instructor Staff Status; Period of Appointment: September 13, 2010, through September 12, 2011; Privileged in Medicine.

Ledoux, Matthew R., M.D., Pediatrician in the Department of Pediatrics; Instructor Staff Status; Period of Appointment: September 23, 2010, through August 31, 2011; Privileged in Pediatrics.

Naik, Bhiken I., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: September 1, 2010, through August 31, 2011; Privileged in Anesthesiology.

Park, Joseph S., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Appointment: August 25, 2010, through August 24, 2011; Privileged in Orthopedic Surgery.

Perry, Catherine V., M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Appointment: October 16, 2010, through September 15, 2011; Privileged in Emergency Medicine.

Roberson, Porsche L., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: August 30, 2010, through August 29, 2011; Privileged in Pediatrics.

Rogers, Elisabeth A., M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Appointment: September 7, 2010, through September 6, 2011; Privileged in Emergency Medicine.

Scotti, Stephen D., M.D., Radiologist in the Department of Radiology; Instructor Staff Status; Period of Appointment: October 15, 2010, through March 14, 2011; Privileged in Radiology.

2. 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:

Abel, Mark F., M.D., Orthopedic Surgeon in Chief in the Department of Orthopedic Surgery; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2012; Privileged in Orthopedic Surgery.

Alford, Bennett A., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2012; Radiology.

Binder, Alan J., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 14, 2011, through January 13, 2013; Privileged in Medicine.

Collins, Stephen R., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: January 13, 2011, through January 12, 2013; Privileged in Anesthesiology.

Conley, Thomas E., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: March 17, 2011, through March 16, 2013; Privileged in Neurology.

Connelly, Julia E., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2012; Privileged in Medicine.

Cousar, John B., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: February 1, 2011, through January 31, 2013; Privileged in Pathology.

Crampton, Richard S., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2011; Privileged in Medicine.

Dang, Thao P., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: March 12, 2011, through March 11, 2013; Privileged in Medicine.

Davis, Walter S., M.D., Physiatrist in the Department of Physical Medicine; Attending Staff Status; Period of Reappointment: November 25, 2010, through November 24, 2012; Privileged in Physical Medicine.

Davidson, Kelly M., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 2, 2011, through January 1, 2013; Privileged in Medicine.

DeGood, Douglas E., Ph.D., Psychologist in the Department of Psychiatry; Attending Staff Status; Period of Reappointment: January 1, 2011, through January 1, 2012; Privileged in Psychology.

Domson, Gregory F., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2012; Privileged in Orthopedic Surgery.

Eagleson, Christine A., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 30, 2011, through January 29, 2012; Privileged in Medicine.

Ecanellas, Jaime, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 2, 2011, through January 1, 2013; Privileged in Medicine.

Forbes, John W., M.D., Physician in Regional Primary Care; Attending Staff Status; Period of Reappointment: February 1, 2010, through January 31, 2013; Privileged in Family Medicine.

Gaare, John D., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Reappointment: July 1, 2010, through June 30, 2012; Privileged in Radiology.

Goldberg, Mark, M.D., Physician in Regional Primary Care; Attending Staff Status; Period of Reappointment: February 23, 2011, through February 22, 2013; Privileged in Family Medicine.

Grosh, William W., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 1, 2011, through August 25, 2011; Privileged in Medicine.

Hagspiel, Klaus D., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2012; Privileged in Radiology.

Hatter, Dennis L., M.D., Physician in Regional Primary Care; Attending Staff Status; Period of Reappointment: February 1, 2011, through January 31, 2013; Privileged in Family Medicine.

Herbert, William N.P., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2012; Privileged in Obstetrics and Gynecology.

Hillman, Bruce J., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Reappointment: January 1, 2011, through December 31, 2012; Privileged in Radiology.

Johnson, Bankole A., M.B.B.S., Psychiatrist in Chief in the Department of Psychiatry; Attending Staff Status; Period of Reappointment: February 25, 2011, through February 24, 2013; Privileged in Psychiatry.

Khandelwal, Shiv R., M.D., Radiation Oncologist in the Department of Radiation Oncology; Attending Staff Status; Period of Reappointment: February 16, 2011, through February 15, 2013; Privileged in Radiation Oncology.

Keith, Douglas S., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 4, 2011, through February 3, 2013; Privileged in Medicine.

Lambert, Vaia A., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: February 1, 2011, through January 31, 2012; Privileged in Anesthesiology.

Leone, Kenneth V., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: March 31, 2011, through March 30, 2013; Privileged in Neurology.

Long, Todd J., M.D., Ophthalmologist in the Department of Ophthalmology; Attending Staff Status; Period of Reappointment: February 1, 2011, through January 31, 2013; Privileged in Ophthalmology.

Miller, Richard B., M.D., Physician in the Department of Family Medicine; Attending Staff Status; Period of Reappointment: February 1, 2011, through January 31, 2013; Privileged in Family Medicine.

Read, Paul W., M.D., Radiation Oncologist in the Department of Radiation Oncology; Attending Staff Status; Period of Reappointment: March 1, 2011, through February 28, 2013; Privileged in Radiation Oncology.

Romness, Mark J., M.D., Orthopedic Surgeon in the Department of Orthopedics; Attending Staff Status; Period of Reappointment: January 23, 2011, through January 22, 2013; Privileged in Orthopedic Surgery.

Roshandel, Zia, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: January 22, 2011, through January 21, 2013; Privileged in Medicine.

Ruffin, Marshall D., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: March 2, 2011, through March 1, 2012; Privileged in Medicine.

Schiff, David, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: January 16, 2011, through January 15, 2013; Privileged in Neurology.

Sutherland, Sara F., M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Reappointment: March 15, 2011, through March 14, 2013; Privileged in Emergency Medicine.

Vengrow, Michael I., M.D., Neurologist in the Department of Neurology; Consulting Staff Status; Period of Reappointment: March 17, 2011, through March 16, 2013; Privileged in Neurology.

Vande Pol, Scott B., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: February 1, 2011, through January 31, 2013; Privileged in Pathology.

White, James L., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: January 24, 2011, through January 24, 2013; Privileged in Anesthesiology.

3. SECONDARY REAPPOINTMENTS TO THE CLINICAL STAFF

RESOLVED that 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:

Gunderson, Erik W., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: January 6, 2011, through January 5, 2013; Privileged in Medicine.

4. 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:

Bailey, Elaine T., Ph.D., Psychologist in the Department of Psychiatry; Attending Staff Status; Date of Reappointment Changed to September 2, 2010 through May 31, 2011; Privileged in Psychology.

Camerota, Anthony J., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Date of Reappointment Changed to July 1, 2010 through June 30, 2011; Privileged in Pediatrics.

Chevalier Robert L., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Title Change effective July 1, 2010 through June 30, 2012; Privileged in Pediatrics.

McLinskey, Nancy A., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Date of Reappointment Changed to May 25, 2010 through June 30, 2011; Privileged in Neurology.

Potter, Priscilla F., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Date of Reappointment Changed to July 1, 2010 through July 24, 2011; Privileged in Neurology.

Reynolds, P. Preston, M.D., Physician in the Department of Medicine; Attending Staff Status; Date of Reappointment Changed to August 2, 2010 through August 1, 2012; Privileged in Medicine.

Sanoff, Hanna K., M.D., Physician in the Department of Medicine; Attending Staff Status; Date of Reappointment Changed to September 21, 2010 through September 20, 2012; Privileged in Medicine.

Wang, Gwo Jaw, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Date of Reappointment Changed to March 6, 2010 through September 24, 2011; Privileged in Orthopedic Surgery.

5. 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:

Braithwaite, Sabina A., M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Effective date of Resignation: September 14, 2010.

Bush, Zachary M., M.D., Physician in the Department of Medicine; Instructor Staff Status; Effective date of Resignation: July 6, 2010.

Chetlen, Alison L., M.D., Radiologist in the Department of Radiology; Instructor Staff Status; Effective date of Resignation: August 16, 2010.

El-Dika, Samer, M.D., Physician in the Department of Medicine; Attending Staff Status; Effective date of Resignation: June 30, 2009.

Kozlow, Wende M., M.D., Physician in the Department of Medicine; Attending Staff Status; Effective date of Resignation: October 1, 2010.

McGowan, John A., M.D., Physician in the Department of Medicine; Attending Staff Status; Effective date of Resignation: December 3, 2009

McKenzie, John D., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Effective date of Resignation: September 30, 2010.

Mahapatra, Srijoy, M.D., Physician in the Department of Medicine; Attending Staff Status; Effective date of Resignation: September 13, 2010.

Peters, Craig A., M.D., Urologist in the Department of Urology; Attending Staff Status; Effective date of Resignation: August 22, 2010.

Prichard, Jefferson M., M.D., Physician in the Department of Medicine; Consulting Staff Status; Effective date of Resignation: June 21, 2010

Rochman, Carrie M., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Effective date of Resignation: October 1, 2010.

Turner, James C., M.D., Physician in the Department of Medicine; Attending Staff Status; Effective date of Resignation: June 30, 2010.

Xavier, Andreea S., M.D., Physician in the Department of Medicine; Consulting Staff Status; Effective date of Resignation: September 15, 2009.

Yeaton, Paul, M.D., Physician in the Department of Medicine; Attending Staff Status; Effective date of Resignation: September 30, 2010.

7. 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:

Addy, Sharon, R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine/Cardiology; Period of Privileging: September 21, 2010, through August 8, 2011, Privileged as an Acute Care Nurse Practitioner.

Ashbrook, Rebecca., R.N., N.P., Ph.D., Family Nurse Practitioner in the Department of Pediatrics; Period of Privileging: September 8, 2010, through September 6, 2011, Privileged as a Family Nurse Practitioner.

Belcher, Melinda S., P.A., Physician Assistant in the Department of Orthopedics; Period of Privileging: September 22, 2010, through September 6, 2011, Privileged as a Physician Assistant.

Conant, Patricia A., R.N., N.P., Adult Care Nurse Practitioner in the Department of Radiology; Period of Privileging: October 21, 2010, through September 19, 2011, Privileged as an Adult Care Nurse Practitioner.

Gott, Kristi K., R.N., N.P., Pediatric Nurse Practitioner in the CF Clinic; Period of Privileging: October 11, 2010, through August 23, 2011, Privileged as a Pediatric Nurse Practitioner.

Grishaw, Julie A., R.N., N.P., Acute Care Nurse Practitioner in the MSICU; Period of Privileging: August 11, 2010, through August 10, 2011, Privileged as an Acute Care Nurse Practitioner.

Johnson, Augustus, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: August 26, 2010, through August 25, 2011, Privileged as a Certified Nurse Anesthetist.

Milewski, Elizabeth, P.A., Physician Assistant in the Department of Orthopedics; Period of Privileging: August 8, 2010, through July 15, 2011, Privileged as a Physician Assistant.

Moss, Bridget L., R.N., N.P., Acute Care Nurse Practitioner in the NNICU; Period of Privileging: October 11, 2010, through August 10, 2011, Privileged as an Acute Care Nurse Practitioner.

Sites, Lindsey, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: September 20, 2010, through September 19, 2011, Privileged as a Certified Nurse Anesthetist.

Smith, Doraine F., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: September 21, 2010, through September 20, 2011, Privileged as a Certified Nurse Anesthetist.

Smith, Stacey M., P.A., Physician Assistant in the Department of Urology; Period of Privileging: August 27, 2010, through July 8, 2011, Privileged as a Physician Assistant.

Williams, Brad, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: October 4, 2010, through October 3, 2011, Privileged as a Certified Nurse Anesthetist.

8. 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:

Accord, Barbara, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: August October 6, 2010, through October 5, 2012; Privileged as a Certified Nurse Anesthetist.

Almarode, Susan D., R.N., N.P., Neonatal Nurse Practitioner in the NICU; Period of Privileging: January 19, 2011, through January 18, 2013; Privileged as a Neonatal Nurse Practitioner.

Aretakis, Dyan A., R.N., N.P., Family Nurse Practitioner in Teen Health Center; Period of Privileging: March 1, 2011, through February 28, 2013; Privileged as a Family Nurse Practitioner.

Boitnott, Amy, R.N., N.P., Family Nurse Practitioner in the Department of Pediatrics; Period of Privileging: March 24, 2011, through March 23, 2013; Privileged as a Family Nurse Practitioner.

Borish, Lorraine, R.N., N.P., Adult Nurse Practitioner in the Sleep Disorders Center; Period of Privileging: January 9, 2011, through January 31, 2013; Privileged as an Adult Nurse Practitioner.

Catalano, Donna L., AuD., Audiologist in the Department of Otolaryngology; Period of Privileging: February 1, 2011, through January 31, 2013; Privileged as an Audiologist.

Cluett, Susan B., R.N., N.P., Family Nurse Practitioner in the Pediatric Fitness Program; Period of Privileging: March 1, 2011, through February 28, 2013; Privileged as a Family Nurse Practitioner.

De Michele, Anne M., Ph.D., Audiologist in the Department of Otolaryngology; Period of Privileging: February 1, 2011, through January 31, 2013; Privileged as an Audiologist.

Dix, Janet, P.A., Physician Assistant in the Department of Surgery; Period of Privileging: February 24, 2011, through February 23, 2013; Privileged as a Physician Assistant.

Fox, Jennifer L., R.N., N.P., Neonatal Nurse Practitioner in the Department of Pediatrics; Period of Privileging: January 6, 2011, through January 5, 2013; Privileged as a Neonatal Nurse Practitioner.

Frosch, Juliana, R.N., N.P., Psychiatric and Mental Health Nurse Practitioner in the Department of Psychiatry; Period of Privileging: January 28, 2011 through January 27, 2013; Privileged as a Psychiatric and Mental Health Nurse Practitioner.

Gilday, Emily, R.N., N.P., Family Nurse Practitioner on 6 West; Period of Privileging: December 27, 2010, through December 26, 2012; Privileged as a Family Nurse Practitioner.

Hackett, Jeffrey, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: February 26, 2011, through February 25, 2013; Privileged as a Certified Nurse Anesthetist.

Hayes, Deborah C., R.N., N.P., Family Nurse Practitioner in Employee Health Services; Period of Privileging: January 23, 2011, through January 22, 2013; Privileged as a Family Nurse Practitioner.

Hellerman, Sandra P., R.N., N.P., Pediatric Nurse Practitioner in KCRC - Pediatrics; Period of Privileging: March 1, 2011, through February 28, 2013; Privileged as a Pediatric Nurse Practitioner.

Holmes, Jill, R.N., N.P., Family Nurse Practitioner in Pulmonary Critical Care; Period of Privileging: February 20, 2011, through February 19, 2013; Privileged as a Family Nurse Practitioner.

Merlino, Kathleen, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 13, 2011, through January 18, 2013; Privileged as a Certified Nurse Anesthetist.

Payne, Heather E., R.N., N.P., Women's Health Nurse Practitioner in the Teen Health Center; Period of Privileging: February 17, 2011, through February 16, 2013; Privileged as a Women's Health Nurse Practitioner.

Rabin, Elizabeth A., AuD., Audiologist in the Department of Otolaryngology; Period of Privileging: February 6, 2011, through February 5, 2013; Privileged as an Audiologist.

Ratliff, Lori L., R.N., N.P., Adult Nurse Practitioner in Nephrology; Period of Privileging: February 1, 2011, through January 20, 2013; Privileged as an Adult Nurse Practitioner.

Ratcliffe, Nicola L., AuD., Audiologist in the Department of Otolaryngology; Period of Privileging: January 8, 2011, through January 7, 2013; Privileged as an Audiologist.

Reel, Vonda K., R.N., N.P., Acute Care Nurse Practitioner in Lung Transplant; Period of Privileging: March 16, 2011, through March 15, 2012; Privileged as an Acute Care Nurse Practitioner.

Rossi, Ann, R.N., N.P., Acute Care Nurse Practitioner in the Cardiac Cath Lab; Period of Privileging: January 21, 2011, through January 20, 2013; Privileged as an Acute Care Nurse Practitioner.

Sams, Robert M., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: February 1, 2011, through January 31, 2013; Privileged as a Certified Nurse Anesthetist.

Stevenson, Martina L., R.N., N.P., Pediatric Nurse Practitioner in the NICU; Period of Privileging: March 19, 2011, through March 18, 2013; Privileged as a Pediatric Nurse Practitioner.

Sturtevant, Janet E., AuD., Audiologist in the Department of Otolaryngology; Period of Privileging: February 1, 2011, through January 31, 2013; Privileged as an Audiologist.

Thompson, Mitzi R., R.N., N.P., Family Nurse Practitioner in Nephrology/Zion Crossroads; Period of Privileging: February 1, 2011, through January 31, 2013; Privileged as a Family Nurse Practitioner.

Thompson Heister, Anita, R.N., N.P., Psychiatric and Mental Health Nurse Practitioner in the Department of Neurology; Period of Privileging: January 11, 2011, through January 10, 2013; Privileged as a Psychiatric and Mental Health Nurse Practitioner.

Turman, Ann E., R.N., N.P., Acute Care Nurse Practitioner in the MSICU; Period of Privileging: February 26, 2011, through February 25, 2013; Privileged as an Acute Care Nurse Practitioner.

Viemeister, Leigh A., R.N., N.P., Pediatric Nurse Practitioner in The Women's Place; Period of Privileging: January 17, 2011, through January 16, 2013; Privileged as Pediatric Nurse Practitioner.

9. 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:

Ford, Gabriele, R.N., N.P., Family Nurse Practitioner in Surgery; Location Change effective July 4, 2009 through June 3, 2011; Privileged as a Family Nurse Practitioner.

10. 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:

Baldwin, Janelle C., R.N., N.P., Adult Nurse Practitioner in Hematology Oncology; Effective Date of Resignation: September 3, 2010.

Maling, Barbara L., R.N., N.P., Acute Care Nurse Practitioner in the EP Lab; Effective Date of Resignation: August 3, 2010.

Meslar-Little, Deborah A., R.N., N.P., Certified Nurse Midwife in the Midlife Women's Center at Northridge; Effective Date of Resignation: September 9, 2010.

Reed, Laura B., R.N., N.P., Adult Nurse Practitioner in Transplant; Effective Date of Resignation: July 30, 2010.

Weniger, Gerald R., P.A., Physician Assistant in the Department of Orthopedic Surgery; Effective Date of Resignation: July 8, 2010.

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ACTION ITEM: Endorsement of South Precinct Site Planning

Mr. Howell introduced David J. Neuman, University Architect, to present the concept, site, and design guidelines for the South Precinct.

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

ENDORSEMENT TO PROCEED WITH SOUTH PRECINCT SITE PLANNING

RESOLVED, the Medical Center Operating Board endorses and recommends to the Buildings and Grounds Committee for further development and approval the South Precinct site plan, including the East Chiller Plant and Lee Street Realignment Projects, Concept/Site and Design Guidelines.

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Mr. Howell said the Operations, EPIC, Continuum Home Health, and Development reports were in the materials provided to the Board.

Dr. Gibson said his report on the Clinical Staff would be provided in writing and attached to the Minutes. The Clinical Staff Report is attached as an Appendix.

On motion, the meeting was adjourned by the Chair at 11:35 a.m.

SGH:lah

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

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

**Clinical Staff Report: MCOB Meeting
November 15, 2010**

Thank you Mr. Chairman, members and guests, on behalf of the Clinical Staff, I would like to inform the MCOB of recent events related to the training and work experience of clinical staff members who were involved in the outpatient EpicCare Electronic Medical Record (EMR) implementation.

On September 28, the EpicCare EMR was launched in all 146 of our outpatient clinics, including both on-campus and off-campus clinics.

The go-live adoption was by far the largest single day launch in vendor history, and it has transformed (forever) the work environment of ~ 600 otherwise busy clinical staff members, some of whom had little or no prior in-clinic experience with electronic medical record documentation.

Although the transition to EpicCare has been challenging and sometimes even painful, particularly for the high-end medical and surgical specialists, there is considerable evidence of meaningful use of the new EMR by clinicians. For example, during the 35 days since go-live:

- **There have been ~ 91,000 patients treated in our clinics using EpicCare**
- **More than 300,000 computerized order entries have occurred**
- **There have been ~ 12,000 My Chart activations, and**
- **More than 20,000 ePrescriptions have been sent to pharmacies electronically, some as far away as Texas and California.**

Also, there has been minimal, and no unexpected downtime of the software and generally excellent response times of the PCs in the clinics.

In the next week or so, we will be surveying the clinical staff, and we expect to learn more about what went well and what needs to improve before the Cancer Center and inpatient go-live dates. We already know of several issues that have impacted clinicians, including:

- **A need for improved training of instructors that meet the needs of end-users at the time of initial implementation and for ongoing operations, as well as more complete educational material that is appropriately tailored to specific workflows, and to the diverse but critically complimentary and interdisciplinary jobs that physicians, nurses and support staff must accomplish each and every day**

- A more efficient and reliable method for routing physician communications electronically, both internally and externally, especially the letters going out to referring practitioners
- A better method for indexing various patient care documents as well as a more efficient search capability that enables busy clinicians to readily retrieve and review historical documents, especially those that may potentially impact the safety, cost and overall ease with which patient care is delivered.

Since time is a bit short, let me conclude my report with three statements that reflect where I think we are today:

First, all of the issues I just mentioned are being addressed by the Project Management Office and the Medical Informatics Group, and there are reasons to believe workable solution will soon be implemented (see handout for more details);

Second, the implementation team and faculty have a lot to be proud of, much has been accomplished in the past 6 weeks but much more work lies ahead as we strive to improve operational efficiencies in all venues of care; and

Thirdly, the scope of engagement by and the feedback from the clinical staff illustrates, in my opinion, a firm commitment to collaborate with administration in this transformative endeavor, one that we all believe will lead to improved patient throughput, better quality outcomes and a work environment that everyone will enjoy.

This concludes my report on behalf of the clinical staff.