MEMORANDUM

TO: The Medical Center Operating Board:

Vincent J. Mastracco Jr., Chair
Helen E. Dragas, Rector
W. Heywood Fralin
Andrew K. Hodson, M.D.
Patrick D. Hogan
William P. Kanto Jr., M.D.
Constance R. Kincheloe
E. Darracott Vaughan Jr., M.D.

Mark J. Kington
Randolph J. Koporcn
Stephen P. Long, M.D.
Edward D. Miller, M.D.
Charles W. Moorman
Jonathan B. Overdevest
The Hon. Lewis F. Payne

Ex Officio Advisory Members:
Teresa A. Sullivan
Steven T. DeKosky, M.D.
Dorrie K. Fontaine
Michael Strine

Robert S. Gibson, M.D.
R. Edward Howell
John D. Simon

The Remaining Members of the Board of Visitors:
A. Macdonald Caputo
Hunter E. Craig
The Honorable Alan A. Diamonstein
Allison Cryor DiNardo
Marvin W. Gilliam Jr.

Robert D. Hardie
Glynn D. Key
Randal J. Kirk
George Keith Martin
John L. Nau III

Timothy B. Robertson

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Medical Center Operating Board on November 10, 2011

The Medical Center Operating Board of the Board of Visitors of the University of Virginia met, in Executive Session, at 8:30 a.m., Thursday, November 10, 2011, in the Small Auditorium at the Harrison Institute; Vincent J. Mastracco Jr., Chair, presided.
The following motion was approved, and the Medical Center Operating Board commenced in Executive Session:

I respectfully move that the Medical Center Operating Board go 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, proposed potential strategic joint ventures and other growth efforts and performance measures and metrics; to consider confidential information and data related to the adequacy and quality of professional services, and patient safety in clinical care 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 and accreditation standards which will also 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 11:30 a.m., the Medical Center Operating Board left Executive Session 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.

Mr. Mastracco thanked the Medical Center Operating Board members for their involvement in the Clinical Strategic Planning effort, and reminded them that their leadership is crucial.

The Medical Center Operating Board resumed in Open Session at 12:35 p.m.

Finance Report

The Chair asked Mr. Larry L. Fitzgerald to review the audited year end financials and report on the current fiscal year financial performance. Mr. Fitzgerald said the income from operations was $15 million. Expenses were below budget. There has been a growth in short stay patients. The case mix index (CMI) is quite high at 1.98.

Mr. Fitzgerald mentioned that they have learned the state will have a shortfall in disproportionate share (DSH) funding and they are working with Virginia Commonwealth University on addressing the issue with the state.

Mr. Fitzgerald reviewed peer benchmarks. The Medical Center is in line with most of the benchmarks except the CMI is higher than the benchmark.

At 12:50 p.m., the following motion was approved to continue in Executive Session:

I move the Medical Center Operating Board into closed meeting to discuss proprietary, business-related information including strategic personnel, financial and market and resource considerations, strategic joint ventures and other growth efforts, long range financial plan assumptions, Medical Center reserves, and performance measures and metrics; to consider confidential information and data related to the adequacy and quality of professional services, competency and qualifications for professional staff privileges, and patient safety in clinical care and, in consultation with legal counsel, to discuss compliance with relevant federal and state legal requirements, licensure and accreditation standards and ongoing litigation, 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 2:00 p.m., the Medical Center Operating Board resumed its meeting in open session 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.

On motion, the Medical Center Operating Board approved the following resolution for reporting to the full Board:

APPROVAL OF THE UNIVERSITY OF VIRGINIA HEALTH SYSTEM CLINICAL ENTERPRISE STRATEGIC DIRECTION

WHEREAS, the Medical Center Operating Board and the Board of Visitors find it to be in the best interests of the University of Virginia and its Health System to adopt a strategic direction for the Health System clinical enterprise for the period from the present through 2020; and

WHEREAS, the Health System clinical enterprise aspires to set the statewide standard for quality, safety, patient accessibility, and coordinated healthcare; and

WHEREAS, the Health System desires to foster a cycle of success, whereby the clinical, research, and teaching missions create synergies to propel the faculty, the Health System, and the University as a whole forward across all of the missions of the Health System; and

WHEREAS, the Health System wishes to partner well with community healthcare providers by pursuing relationships that complement existing capabilities and advance the care provided in local communities across the Commonwealth; and

WHEREAS, the Health System aims to be the primary driver of clinical innovation throughout Virginia and nationally through partnerships that distribute clinical expertise, access to clinical research, and advanced technologies; and

WHEREAS, the Health System aspires to be a top tier academic medical center as evidenced by advanced clinical, research, and teaching programs that drive innovation,
throughout the Commonwealth and nationally, in the delivery of healthcare;

RESOLVED, the Board of Visitors hereby approves and adopts the foregoing strategic direction for the Health System.

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**ACTION ITEM: Approval of Credentialing and Recredentialing Actions**

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

**CREDENTIALING AND RECREREDENTIALING 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:

   **Duminy, John L., M.D.,** Radiation Oncologist in the Department of Radiation Oncology; Instructor Staff Status; Period of Appointment: September 16, 2011, through September 15, 2012; Privileged in Radiation Oncology.

   **Kassell, Lee L., M.D.,** Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: September 26, 2011, through September 24, 2012; Privileged in Anesthesiology.

   **Lopez, David, M.D.,** Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: September 22, 2011, through June 30, 2012; Privileged in Medicine.

   **Maluf, Daniel G., M.D.,** Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: October 15, 2011, through October 14, 2012; Privileged in Surgery.

   **Noland, Mary-Margaret B., M.D.,** Dermatologist in the Department of Dermatology; Attending Staff Status; Period of Appointment: September 15, 2011, through September 14, 2012; Privileged in Dermatology.

   **Peppard, Heather R., M.D.,** Radiologist in the Department of Radiology; Attending Staff Status; Period of Appointment: September 15, 2011, through September 14, 2012; Privileged in Radiology.
Sussdorf, Claudia E., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: September 23, 2011, through August 31, 2012; Privileged in Pediatrics.

Swartzendruber, Frederick, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: October 14, 2011, through October 13, 2012; Privileged in Surgery.

2. 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:

McLaughlin, Timothy E., M.D., Physician in Regional Primary Care; Attending Staff Status; Location change to Family Medicine effective October 1, 2011 through July 31, 2013; Privileged in Family Medicine.

Scott, Evelyn S. M.D., Physician in the Department of Medicine; Attending Staff Status; date changed from August 1, 2011 through July 31, 2012; Privileged in Medicine.

3. RESIGNATIONS OF CLINICAL STAFF

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

Green, Aval-Na’Ree S., M.D., Physician in the Department of Medicine; Effective Date of Resignation: September 16, 2011.

Haberman, Cara J., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Resignation: April 21, 2011.

Harper, Michael R., M.D., Physician in the Department of Family Medicine; Effective Date of Resignation: October 4, 2011.

Kumer, Sean C., M.D., Surgeon in the Department of Surgery; Effective Date of Resignation: October 14, 2011.

Messenger, Richard B., M.D., Anesthesiologist in the Department of Anesthesiology; Effective Date of Resignation: September 30, 2011.

Perry, Catherine V., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: September 14, 2011.

Schmitt, Timothy M., M.D., Surgeon in the Department of Surgery; Effective Date of Resignation: October 1, 2011.

Strayer, Scott M., M.D., Physician in the Department of Family Medicine; Effective Date of Resignation: September 25, 2011.
Thomas, Christopher Y., M.D., Physician in the Department of Medicine; Effective Date of Resignation: September 13, 2011.

4. 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:


Boyer, Diane, R.N., N.P., Adult Nurse Practitioner in the Department of Psychiatry and Neurobehavioral Sciences; Period of Privileging: January 9, 2012, through January 8, 2013; Privileged as an Adult Nurse Practitioner.

Martin, Amy, P.A., Physician Assistant in the Department of Radiology; Period of Privileging: October 4, 2011, through September 25, 2012; Privileged as a Physician Assistant.

Nieman, Howard R., P.A., Physician Assistant in the Department of Surgery (Culpeper); Period of Privileging: October 4, 2011, through September 18, 2012; Privileged as a Physician Assistant.

Parker, Lori M., R.N., N.P., Acute Care Nurse Practitioner in the NNICU; Period of Privileging: October 3, 2011, through October 2, 2012; Privileged as an Acute Care Nurse Practitioner.

Peralta, Joyce, R.N., N.P., Acute Care Nurse Practitioner on 4 Central; Period of Privileging: September 23, 2011, through September 22, 2012; Privileged as an Acute Care Nurse Practitioner.

5. 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:

Barclay, Meg, R.N., N.P., Acute Care Nurse Practitioner on 5 Central/5 West; Period of Privileging: March 19, 2012, through March 18, 2014; Privileged as an Acute Care Nurse Practitioner.


Cochran, Patricia M., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.


Cuccia, Gary., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.


Ekberg-Shelley, Jan E., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.

Evans, Selene M., R.N., N.P., Adult Nurse Practitioner in Gamma Knife; Period of Privileging: March 21, 2012, through March 20, 2014; Privileged as an Adult Nurse Practitioner.

Frase, Kathy F., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.


Murray, Christine T., R.N., N.P., Pediatric Nurse Practitioner in Pediatric Hematology Oncology Clinic; Period of Privileging: January 8, 2012, through January 7, 2014; Privileged as a Pediatric Nurse Practitioner.

Neurock, Dory L., R.N., N.P., Family Nurse Practitioner in the Department of Otolaryngology; Period of Privileging: January 5, 2012, through January 4, 2014; Privileged as a Family Nurse Practitioner.
Pierce, April L., R.N., N.P., Family Nurse Practitioner in Regional Primary Care – Stuarts Draft Family Practice; Period of Privileging: February 2, 2012, through February 1, 2014; Privileged as a Family Nurse Practitioner.


Randall, Dana M., P.A., Physician Assistant in the Department of Orthopedics; Period of Privileging: January 3, 2012, through January 2, 2014; Privileged as a Physician Assistant.

Reel, Vonda K., R.N., N.P., Acute Care Nurse Practitioner in Lung Transplant; Period of Privileging: March 16, 2012, through March 15, 2014; Privileged as an Acute Care Nurse Practitioner.

Saykaly, Elena G., P.A., Physician Assistant at Culpeper Regional Hospital; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Physician Assistant.

Schuyler, Deborah, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.

Skinner, Kimberly H., P.A., Physician Assistant in the Department of Neurosurgery; Period of Privileging: February 10, 2012, through February 9, 2014; Privileged as a Physician Assistant.

Stack, Mary B., R.N., N.P., Family Nurse Practitioner in the Anticoagulation Clinic at Northridge; Period of Privileging: January 1, 2012, through December 31, 2013; Privileged as a Family Nurse Practitioner.


Thomas, Christopher J., P.A., Physician Assistant in TCV Surgery; Period of Privileging: March 1, 2012, through February 28, 2013; Privileged as a Physician Assistant.

6. **STATUS CHANGES TO ALLIED HEALTH PROFESSIONAL**

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

Lewis, Rose M., R.N., N.P., Acute Care Nurse Practitioner in 4 West; date changed from October 5, 2010 through October 4, 2012; Privileged as an Acute Care Nurse Practitioner.

7. **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:


Jackson, Mary Jane, R.N., N.P., Family Nurse Practitioner on 8 East/8 Central/Newborn; Effective Date of Resignation: April 3, 2011.


Smith, Doraine F., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Effective Date of Resignation: September 16, 2011.

Wells, Jodi, P.A., Physician Assistant in the Emergency Department; Effective Date of Resignation: September 9, 2011.

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The Chair called on Mr. Howell, Vice President and Chief Executive Officer of the Medical Center, to update the Board on recent events. He highlighted new technology such as the Intra-Operative Magnetic Resonance Imaging Scanner, or IMRIS Suite. An investment of $18 million was required for this technology, including two operating rooms and related equipment.

Mr. Howell said the Health System worked collaboratively with University Human Resources to develop a program designed to encourage University employees to receive their care within the Health System by reducing co-pay expenses by 50% for clinic visits. This makes progress toward one goal of the Clinical Strategic Plan.

Mr. Howell recognized two staff members for service awards: Ms. Chrissie Shirley as the Community Builder Award winner, and Bob Larsen as the Community Service Award winner. Both individuals reflect a selfless commitment to enhance the communities the Medical Center serves.
Mr. Howell reported that the Medical Center has joined an elite group of only 200 hospitals worldwide to be designated by the Health Information and Management Systems Society as having a “Stage 6” Electronic Medical Record. This will be awarded at the Society’s annual meeting in February.

Vice President and Dean’s Remarks

Mr. Mastracco asked Dr. Steven T. DeKosky, Vice President and Dean of the School of Medicine, to provide the Dean’s report. Dr. DeKosky reported on the makeup of the School of Medicine class of 2016 and the new curriculum. He said new curriculum and the Claude Moore Medical Education building have become models for other medical schools. He mentioned the UVA Care Connection initiative, which has been extended to Culpeper Medical Associates and will be extended to regional primary care patients in the Shenandoah Valley. He said they received an “outstanding” on the review for renewal of an NIH cancer center support grant, and they expect final notification in the fall.

Mr. Fralin asked Dr. DeKosky to gather data on the in-state and out-of-state rates at academic medical centers across the country.

Operations Report

Mr. Robert H. Cofield explained the U-Team concept: “Living our values every patient, every day.” The group of 200 leaders held a retreat in September with Eli Pagonis of the Baptist Leadership Group as the keynote speaker. The Medical Center is instituting as part of every employee evaluation adherence to RISE: respect, integrity, stewardship, excellence.

A related initiative is Fridays Before Five, a meeting every Friday morning of 200 Medical Center Managers. Education includes talks on quality, safety, and environment of care.

Mr. Cofield mentioned the Patient Progression initiative, which focuses on inpatient flow.

Health System Development

The Chair reminded the committee that a report on Health System Development was in the materials.

Mr. Nau asked for a report at a future meeting on nursing, particularly the School of Nursing and nursing shortages in the Medical Center.

On motion, the meeting was adjourned by the Chair at 2:15 p.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