UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
MEETING OF THE
MEDICAL CENTER
OPERATING BOARD
FOR THE UNIVERSITY
OF VIRGINIA
TRANSITIONAL CARE HOSPITAL
November 10, 2011
AGENDA

I. REPORTS BY THE VICE PRESIDENT AND CHIEF EXECUTIVE OFFICER OF THE TRANSITIONAL CARE HOSPITAL (Mr. Howell)
   
   A. Vice President's Remarks 1
   
   B. Operations and Finance Report (Mr. Howell to introduce Ms. Michelle D. Hereford; Ms. Hereford to report) 2

II. EXECUTIVE SESSION

   • ACTION ITEMS - To consider proposed personnel actions regarding the appointment, reappointment, resignation, assignment, performance, and credentialing of specific medical staff and allied health professionals, as provided for in Section 2.2-3711(A)(1) of the Code of Virginia. The meeting of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.
• Discussion of proprietary, business-related information pertaining to the operations of the Transitional Care Hospital, where disclosure at this time would adversely affect the competitive position of the Transitional Care Hospital, specifically:

- Confidential information and data related to the adequacy and quality of professional services, patient safety in clinical care, and patient grievances for the purpose of improving patient care; and

- Consultation with legal counsel regarding compliance with relevant federal reimbursement regulations, licensure, and accreditation standards, all of which will involve proprietary business information of the Transitional Care Hospital and evaluation of the performance of specific personnel.

The relevant exemptions to the Virginia Freedom of Information Act authorizing the discussion and consultation described above are provided for in Section 2.2-3711 (A) (1), (7), and (22) of the Code of Virginia. The meeting of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: November 10, 2011

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: I.A. Vice President's Remarks

ACTION REQUIRED: None

DISCUSSION: The Vice President and Chief Executive Officer of the University of Virginia Transitional Care Hospital will inform the Medical Center Operating Board of recent events that do not require formal action.
BOARD MEETING: November 10, 2011

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: I.B. Finance, Write-offs, and Operations

ACTION REQUIRED: None

BACKGROUND: The University of Virginia Transitional Care Hospital began operations on August 4, 2010. It prepares a periodic report, including write-offs of bad debt and indigent care, and reviews it with Executive Leadership before submitting the report to the Medical Center Operating Board. The University of Virginia Transitional Care Hospital also provides an update of significant operations of the hospital occurring since the last Medical Center Operating Board meeting.

FINANCE REPORT

The University of Virginia Transitional Care Hospital ended the period of July 1, 2011 through August 31, 2011 with an operating loss of $695,000, which is greater than the budgeted loss of $329,000. During this same period, in-patient discharges were 25, which is below the budget of 32. Average length of stay was 26.6 days which is below the budget of 29. The Medicare Case Mix Index of 1.95 exceeded the budget of 1.55. There were no indigent care charges, and bad debt charges totaled $183,000. Total paid full-time equivalents (FTEs) were 69, including four contracted employees, which is below the overall budget of 82 FTEs.

OPERATIONS REPORT

Access to services at the Transitional Care Hospital is guided by the collaborative efforts of clinicians, insurance providers, patients, and families. The Transitional Care Hospital employs clinical liaisons who are deployed to the community to identify appropriate candidates and evaluate referrals. These referrals are often received directly from providers and through the use of an electronic program known as E-discharge. New referrals are brought to an interdisciplinary team and reviewed every morning during a daily huddle session.
For the period from July 1, 2011 through September 26, 2011, the total number of referrals was 79, resulting in 30 admissions. Twenty-one of those admissions were from the Medical Center. The conversion rate of 39.9% exceeded the target of 33%.

Clinical Operations

Clinical services at the Transitional Care Hospital are provided via physicians, registered nurses, registered respiratory therapists, rehabilitation professionals, and support services, including patient care assistants, diagnostic radiology technicians, and pharmacists. These disciplines work collaboratively to develop a plan of care which is evaluated weekly in an interdisciplinary meeting. In addition, daily multidisciplinary rounds provide an opportunity to communicate a daily plan as well as recent changes in patient status.

Patient Care Services - Respiratory Complex, Wound Management, and Rehabilitation Services comprise a majority of the defined patient population.

- Respiratory Services is led by the Pulmonary Medical Director, Sharon Esau, M.D., and managed by a registered respiratory therapist. During the period from July 1, 2011 through September 27, 2011, the Transitional Care Hospital provided care to 12 patients requiring airway management. Eight of those patients were admitted to facilitate the liberation from mechanical ventilation. Seven achieved this goal, yielding a ventilator weaning rate of 87.5% versus the national benchmark of 60.1%.

- The wound management program is led by a Nurse Practitioner who is certified in wound and ostomy care. This program will begin to provide advanced wound care therapy treatments. These include MIST Ultrasound Wound Therapy and Platelet Rich Plasma Therapy. MIST Therapy® is a painless, non-contact, low frequency ultrasound delivered through a saline mist to the wound bed. These gentle sound waves stimulate the cells within and below the wound bed to promote healing. Platelet Rich Plasma Therapy is used to restore the balance in the wound environment. The purpose is to transform a non-healing wound to a healthy wound that heals naturally.

- Rehabilitation Services is comprised of Physical Therapy, Occupational Therapy, and Speech Language Pathology. This
team is currently reviewing alternative ways to provide these services to our very unique patient population. Animal assisted therapy is one such approach presently under review with our infection control professionals. This therapy involves animals as a form of treatment. The purpose is to improve a patient’s social, emotional, or cognitive functioning.

Case Management

Length of stay is primarily driven by the patient’s clinical condition and guided by the use of McKesson’s Long Term Acute Care Hospital Interqual Criteria. Our goal has been to manage a patient’s stay and plan for safe discharge to an appropriate level of care on or within the target diagnostic related group (DRG). As of September 23, the average Medicare length of stay for Fiscal Year 2012 is 26.6 days. Factors contributing to a patient’s extended length of stay include: (1) clinical conditions that are too complex to manage safely at a lower level of care (thus prohibiting discharge); (2) time delays associated with services and consultations from other providers; and (3) the lack of community resources, specifically skilled nursing facilities. Factors contributing to a patient’s abbreviated length of stay include: (1) worsening clinical conditions necessitating a return to short-term acute care hospital; (2) a change in personal goals of the patient, such as selecting palliative care or hospice; and (3) faster than expected clinical improvement.

Chaplain Services

Chaplain services are provided 24 hours per day, seven days per week with a dedicated on-site presence 20 hours per week. These valuable services continue to assist the patient, provider, and caregiver in the delivery of compassionate care. It is vital to integrate spirituality into every dimension of care.

Chaplain services at the Transitional Care Hospital recently received a Venture Award. This award is provided by the University of Virginia Medical Center’s Auxiliary to support "programs that benefit patients, their families, or in some way provide an improved service to the Medical Center Community." The Transitional Care Hospital award will be used to assist in the further development of a bereavement program.
The Transitional Care Hospital is currently staffed with 69 FTEs. Four of these are contracted registered nurses. As the Transitional Care Hospital continues to grow and develop, it will be imperative to acquire and retain talented employees. In addition to successful recruitment, there is a focus on the following:

- **Employee Engagement** – In July 2011, 97% of Transitional Care Hospital employees participated in the Allegiance Employee Engagement Survey. The overall facility Engagement Index was 73.04, which exceeds the National Healthcare Benchmark Index of 71. Leadership education sessions and employee forums were conducted by the Human Resources Department. Individual departments are reviewing the results and developing specific action plans to create a further engaged culture.

- The compensation redesign was finalized in September. Leadership education forums were provided by Human Resources and information sessions were conducted by facility leadership. New titles and pay ranges were effective as of October 2, 2011 and pay adjustments will appear in the October 21, 2011 paychecks.

- All Transitional Care Hospital leadership participated in the 3rd Uteam Leadership Development Education Forum on September 29, 2011. The topic was "Customer Service – Every Patient, Every Day – Living Our Values", and included guest speaker Eli Pagonis of the Baptist Leadership Group.

**Quality and Performance Improvement**

The Transitional Care Hospital is now accredited by the Joint Commission and has met all regulatory requirements including:

- Initial Hospital Life Safety Survey – August 2010
- Center for Medicare and Medicaid Services Initial Hospital Survey – September 2010
- Medicare Provider Number Granted – September 2010
- Lab Accredited by Joint Commission – December 2010
- Hospital Accredited by Joint Commission – June 2011
Center for Medicare and Medicaid Services Long Term Acute Care Hospital Demonstration Period Concluded – June 2011
Center for Medicare and Medicaid Services Long Term Acute Care Hospital Designation – July 2011

The Transitional Care Hospital will continue to focus on survey readiness and performance improvement activities. It is currently exploring the requirements for Joint Commission Specialty Certification in the areas of Respiratory and Wound Care, obtaining lab certification through the College of American Pathologists, and external benchmarking in the National Association of Long Term Hospitals Health Information System.

Environment of Care

The Transitional Care Hospital is reviewing the utilization of space within the facility. As the utilization of specific services increases, the need to have such services readily available on-site has become evident. As a result, space has been identified for a lactation room, an on-site pharmacy, and a chapel. In addition, we are evaluating the need to provide overnight accommodations for families at the bedside, showering and activities of daily living space, meal accommodations especially during weekends and off shifts, and increased shuttle services to meet the increasing demand. These projects will assist in meeting the needs of our employees and visitors as well as enhancing the delivery of patient care.

Community Outreach

On September 21, 2011, 12 Transitional Care Hospital employees participated in the United Way Day of Caring. The Day of Caring was established to promote the spirit and value of volunteerism, increase the awareness of local human service agencies and schools, and demonstrate what people working together for the community's good can accomplish. Twelve members of the team volunteered their time providing weeding, landscaping, and assisting in office organization for the staff at the Nature Conservancy. Follow-up compliments from the Volunteer Coordinator were provided and shared with our employees.

Other Activities

On August 26, 2011, the Transitional Care Hospital assisted Hampton Roads Specialty Hospital, a Riverside affiliate, during the mandatory evacuation of their facility due to Hurricane
Irene. The Transitional Care Hospital admitted four patients from this Newport News facility. All four patients were discharged to Newport News after a three-day stay. In addition, members of the Hampton Roads Specialty Hospital Board held a retreat in Charlottesville concluding with an information session and tour of the Transitional Care Hospital.