UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
MEETING OF THE
MEDICAL CENTER
OPERATING BOARD
FOR THE UNIVERSITY
OF VIRGINIA
TRANSITIONAL CARE HOSPITAL
September 15, 2011
UNIVERSITY OF VIRGINIA
MEDICAL CENTER OPERATING BOARD
Thursday, September 15, 2011
2:25 – 2:45 p.m.
Small Auditorium, Harrison Institute

Committee Members:
Vincent J. Mastracco, Jr., Chair
Helen E. Dragas
W. Heywood Fralin
Andrew K. Hodson, MB.Ch.B
Patrick Hogan
William P. Kanto Jr., M.D.
Constance R. Kincheloe
Mark J. Kington

Ex Officio Members:
Teresa A. Sullivan
Steven T. DeKosky, M.D.
Dorrie K. Fontaine
Robert S. Gibson, M.D.

AGENDA

I. ACTION ITEMS
   A. Amended and Restated Bylaws of the Clinical Staff of the Transitional Care Hospital 1
   B. Delegation of Authority Regarding Credentialing Actions 2

II. REPORTS BY THE VICE PRESIDENT AND CHIEF EXECUTIVE OFFICER OF THE TRANSITIONAL CARE HOSPITAL (Mr. Howell)
   A. Vice-President’s Remarks 5
   B. Operations and Finance Report (Mr. Howell to introduce Ms. Michelle D. Hereford; Ms. Hereford to report) 6

III. 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 at the Transitional Care Hospital; and
  - Consultation with legal counsel regarding the Transitional Care Hospital 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 Transitional Care Hospital 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.
BACKGROUND: The Clinical Staff of the University of Virginia Transitional Care Hospital Center is governed by Bylaws, originally adopted July 9, 2010. The Bylaws have been reviewed and updated, and the Transitional Care Hospital seeks the approval of the Medical Center Operating Board.

DISCUSSION: In accordance with accreditation and other legal requirements, the Medical Center Operating Board has provided for an organized Clinical Staff for the Transitional Care Hospital and has delegated to it the appropriate responsibility for the provision of quality care given by the Clinical Staff throughout the Transitional Care Hospital. In addition, the Medical Center Operating Board has provided for a system of self-governance of the Clinical Staff, including the requirements for initial membership on the Clinical Staff, a mechanism for reviewing the qualifications of applicants for admission to the Clinical Staff, the procedures for the granting of clinical privileges to practice medicine within the Transitional Care Hospital, and a process for continuing review and evaluation for membership and clinical privileges. The Amended and Restated Bylaws of the Clinical Staff of the Transitional Care Hospital set forth these rights and responsibilities.

The Bylaws Committee of the Clinical Staff Executive Committee for the Transitional Care Hospital has proposed certain revisions primarily to address changes required by the Joint Commission. The Clinical Staff Executive Committee has approved the revisions and submits them for approval by the Medical Center Operating Board.
ACTION REQUIRED: Approval by the Medical Center Operating Board

APPROVAL OF AMENDED AND RESTATED BYLAWS OF THE CLINICAL STAFF OF
THE UNIVERSITY OF VIRGINIA TRANSITIONAL CARE HOSPITAL

RESOLVED, the Medical Center Operating Board approves the
Amended and Restated Bylaws of the Clinical Staff of the
University of Virginia Transitional Care Hospital. These
amendments, which are appended to this Resolution as an
Attachment, shall be effective as of September 15, 2011.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 15, 2011

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: I.B. Delegation of Authority Regarding Credentialing Actions

BACKGROUND: The Medical Center Operating Board, as the governing body of the University of Virginia Transitional Care Hospital, is responsible for appointing and reappointing clinicians to the Clinical Staff of the Transitional Care Hospital, as well as for granting clinical privileges to such clinicians and for granting appropriate clinical privileges to Allied Health Professionals and certain other healthcare providers, based upon the recommendations of the Credentials Committee and the Clinical Staff Executive Committee of the Transitional Care Hospital.

DISCUSSION: The Joint Commission, which accredits the Transitional Care Hospital, expects the Transitional Care Hospital to have a process to regularly issue clinical privileges as patient care needs require, and the privileges must be approved by the Medical Center Operating Board. Due to the infrequency of meetings of the Medical Center Operating Board, the Transitional Care Hospital has been issuing "temporary privileges" to clinicians in between meetings of the governing body. In order to avoid the lapse or delay in privileges, and to be compliant with Joint Commission standards, the Transitional Care Hospital requests the Medical Center Operating Board to delegate to two members of the Medical Center Operating Board the authority to appoint and reappoint clinicians to the Clinical Staff of the Transitional Care Hospital, to grant appropriate clinical privileges to such clinicians, and to grant appropriate clinical privileges to Allied Health Professionals and certain other health care practitioners who provide patient care in the Transitional Care Hospital.
ACTION REQUIRED: Approval by the Medical Center Operating Board

APPROVAL OF DELEGATION OF AUTHORITY REGARDING CREDENTIALING ACTIONS FOR THE TRANSITIONAL CARE HOSPITAL

WHEREAS, the Medical Center Operating Board has the authority and responsibility for appointing and reappointing clinicians to the Clinical Staff of the Transitional Care Hospital, as well as for granting appropriate clinical privileges to such clinicians and for granting appropriate clinical privileges to Allied Health Professionals and certain other healthcare practitioners to practice within the Transitional Care Hospital; and

WHEREAS, the Medical Center Operating Board does not convene between its officially scheduled meetings;

RESOLVED, the Medical Center Operating Board delegates to two members the authority to appoint and reappoint clinicians to the Clinical Staff of the Transitional Care Hospital, to grant appropriate clinical privileges to such clinicians, and to grant appropriate clinical privileges to Allied Health Professionals and certain other healthcare practitioners to practice within the Transitional Care Hospital as recommended to them by the Credentials Committee and the Clinical Staff Executive Committee of the Transitional Care Hospital between officially scheduled meetings of the Medical Center Operating Board; and

RESOLVED FURTHER, the Medical Center Operating Board designates the Chair of the Medical Center Operating Board to serve as one member and authorizes the Chair to designate the second member from the voting membership of the Medical Center Operating Board, as the Chair determines from time to time, to serve as provided by this resolution.
BOARD MEETING: September 15, 2011

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: II.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.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 15, 2011

COMMITTEE: Medical Center Operating Board

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

ACTION REQUIRED: None

BACKGROUND: The University of Virginia Transitional Care Hospital opened on August 4, 2010.

FINANCE AND OPERATIONS REPORT

The University of Virginia Transitional Care Hospital has been in operation since August 4, 2010. The Hospital currently has a census of 13. It has admitted 61 patients since August 4, 2010 with 75 percent of those admissions originating from the Medical Center and 25 percent from other referral sources. The top three admitting diagnoses (ventilator weaning, extensive wound care, and respiratory and medical complex), continue to drive the operations of the facility, with a heavy focus on the ventilator weaning population. The Hospital has achieved the goal of maintaining a length of stay in excess of 25 days and will continue to manage this important indicator.

The Transitional Care Hospital is now accredited by the Joint Commission after a successful initial Joint Commission Hospital Survey in June 2011. The initial Joint Commission Survey was an unannounced survey which occurs after six months of operation. The Hospital was surveyed under the "small hospital" category (<50 beds), and was evaluated by two surveyors over a three day period.

In addition, the facility has completed the six month demonstration period with the Centers for Medicare and Medicaid Services, which began in September 2010. During this period, the Transitional Care Hospital established an average length of stay in excess of twenty-five days for its Medicare admissions.

As The Transitional Care Hospital successfully completes its regulatory requirements, it will continue to grow and develop. The focus will be on the recruitment and retention of employees as well as further education and development of referral sources. As noted above the census has reached 13 and our plan is to have a census of 24 by December 31, 2011.
The financial performance of the Transitional Care Hospital for FY 2011 reflects a recorded loss from operations of $3,912,032, versus a budgeted loss of $2,667,373. This variance is primarily due to obtaining the Long Term Acute Care Hospital designation in FY 2012 versus FY 2011 as had been planned.