MEMORANDUM

TO: The Medical Center Operating Board:

Edward D. Miller, M.D., Co-Chair
George Keith Martin, Rector
William H. Goodwin Jr.
Victoria D. Harker
Andrew K. Hodson, M.D.

Stephen P. Long, M.D., Co-Chair
William P. Kanto Jr., M.D.
Constance R. Kincheloe
Charles W. Moorman
The Hon. Lewis F. Payne

Ex Officio Advisory Members:
Teresa A. Sullivan
Nancy E. Dunlap, M.D.
Dorrie K. Fontaine
Robert S. Gibson, M.D.

Patrick D. Hogan
R. Edward Howell
Richard P. Shannon, M.D.
John D. Simon

and

The Remaining Members of the Board of Visitors and Senior Advisor:

Frank B. Atkinson
Hunter E. Craig
Allison Cryor DiNardo
Helen E. Dragas
Kevin J. Fay
Frank E. Genovese
Marvin W. Gilliam Jr.

John A. Griffin
Bobbie G. Kilberg
John L. Nau III
Timothy B. Robertson
Linwood H. Rose
Blake E. Blaze
Leonard W. Sandridge Jr.

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Medical Center Operating Board on September 19, 2013

The Medical Center Operating Board met, in Open Session, at 8:45 a.m., Thursday, September 19, 2013, on the Fourth Floor of the Emily Couric Clinical Cancer Center; Dr. Long and Dr. Miller, Co-Chairs, presided.
George Keith Martin, Rector, William H. Goodwin Jr., Victoria D. Harker, Andrew K. Hodson, M.D., Michael M.E. Johns, M.D., and William P. Kanto Jr., M.D., were present.

Teresa A. Sullivan, Nancy E. Dunlap, M.D., Dorrie K. Fontaine, Robert S. Gibson, M.D., Patrick D. Hogan, R. Edward Howell, Richard P. Shannon, M.D., and John D. Simon, all ex officio members, also were present.


Dr. Miller welcomed Dr. Steve Long as the co-chair. He also welcomed Dr. Johns, Mr. Goodwin, and Mr. Martin to the Medical Center Operating Board (MCOB). Dr. Long introduced and welcomed Dr. Shannon, the new Executive Vice President for Health Affairs, and Dr. Dunlap, Dean of the School of Medicine. The three clinical chairs in attendance were also introduced: Drs. Rosner, O’Connor, and Oliver.

Executive Session

The following motion was approved, and the Medical Center Operating Board commenced in Executive Session at 8:55 a.m.:

Move the Medical Center Operating Board into closed meeting to discuss proprietary, business-related information pertaining to the operations of the Medical Center including development of an accountable care organization, potential strategic joint ventures, acquisitions and affiliations, Center of Excellence business plan and other growth efforts that impact the competitive position of the Medical Center, long range financial plan and fiscal year 2012 budget assumptions, review of the Health System Clinical Strategy performance dashboard, and, in consultation with legal counsel, to consider and discuss confidential and privileged 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 to discuss the Medical Center’s compliance with relevant federal and state legal requirements, licensure and accreditation standards and ongoing litigation matters, 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 11:05 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 accordance 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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Approval of Credentialing and Recredentialing Actions

The Medical Center Operating Board approved the following Credentialing and Recredentialing actions (Rector Martin was not present for this vote):

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:

   Awuh, Kwabena T., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: August 13, 2013, through August 12, 2014; Privileged in Medicine.

   Black, Joshua S., M.D., Dermatologist in the Clinical Practice Group; Attending Staff Status; Period of Appointment: September 3, 2013, through September 2, 2014; Privileged in Dermatology.

   Buda, Andrew J., M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: September 5, 2013, through September 4, 2014; Privileged in Medicine.

   Eluvathingal Muttikkal, Thomas J., M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: August 16, 2013, through August 15, 2014; Privileged in Radiology and Medical Imaging.

   Given, Robert W., M.D., Urologist in the Department of Urology; Visiting Staff Status; Period of Appointment: June 25, 2013, through June 24, 2014; Privileged in Urology.

   Gwathmey, Jr., Frank W., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Appointment: August 19, 2013, through August 18, 2014; Privileged in Orthopedic Surgery.
Hennessy, Sara A., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: September 6, 2013, through September 5, 2014; Privileged in Surgery.

Inofuentes, Amber N., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: September 1, 2013, through August 31, 2014; Privileged in Medicine.

Kent, Jeremy B., M.D., Physician in the Department of Family Medicine; Attending Staff Status; Period of Appointment: July 19, 2013, through June 30, 2014; Privileged in Family Medicine.

Loughran, Thomas P., M.D., Hematologist in the Department of Medicine; Attending Staff Status; Period of Appointment: August 28, 2013, through August 27, 2014; Privileged in Medicine.

Lee, Meredith S., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: August 19, 2013, through January 31, 2014; Privileged in Psychiatry and Neurobehavioral Sciences.

Lyons, Elizabeth A., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: September 10, 2013, through September 9, 2014; Privileged in Medicine.

Merchants, Judith K., M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: September 4, 2013, through June 30, 2014; Privileged in Radiology and Medical Imaging.

Mithqal, Ayman, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: September 1, 2013, through June 30, 2014; Privileged in Radiology and Medical Imaging.

Patel, Jwalant R, M.B.B.S., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Appointment: August 12, 2013, through August 31, 2014; Privileged in Medicine.

Reddy, Ashvini, M.D., Ophthalmologist in the Department of Medicine; Attending Staff Status; Period of Appointment: August 29, 2013, through August 28, 2014; Privileged in Ophthalmology.

Rosas, Edwin, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: August 13, 2013, through August 12, 2014; Privileged in Medicine.

Searle, Robert E., M.D., Ophthalmologist in the Department of Ophthalmology; Attending Staff Status; Period of Appointment: September 13, 2013, through September 12, 2014; Privileged in Ophthalmology.
Volodin, Leonid, M.D., Hematologist in the Department of Medicine; Attending Staff Status; Period of Appointment: September 3, 2013, through September 2, 2014; Privileged in Medicine.

Williams, Eli S., Ph.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Appointment: September 6, 2013, through September 5, 2014; Privileged in Pathology.

Zanghi, Christine N., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: September 1, 2013, through August 31, 2014; Privileged in Anesthesiology.

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:

Archbald-Pannone, Laurie R., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: October 10, 2013, through October 9, 2015; Privileged in Medicine.

Ashraf, Mohammed K., M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Medicine.

Bahl, Alisa B., Ph.D., Psychologist in the Department of Pediatrics; Attending Staff Status; Period of Appointment: October 12, 2013, through October 11, 2014; Privileged in Psychology.

DeMarco, Anthony P., PsyD., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: October 15, 2013, through October 14, 2015; Privileged in Psychology.

Freeman, Jason R., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Psychology.

Groves, Danja S., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Anesthesiology.

Hainstock, Lisa M., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: October 12, 2013, through October 11, 2014; Privileged in Pediatrics.

Hallowell, Peter T., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: October 16, 2013, through October 15, 2015; Privileged in Surgery.
Hayes, John S., M.B.B.S., Nephrologist in the Department of Medicine; Instructor Staff Status; Period of Appointment: October 7, 2013, through October 6, 2014; Privileged in Medicine.

Hullfish, Kathie L., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Obstetrics and Gynecology.

Lim, David S., M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Medicine.

Lunardi, Nadia, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Anesthesiology.

Macik, B. Gail, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 15, 2013, through October 14, 2015; Privileged in Medicine.

Nataro, James P., M.D., Pediatrician and Chief in the Department of Pediatrics; Attending Staff Status; Period of Appointment: October 25, 2013, through October 24, 2015; Privileged in Pediatrics.

Nunley, Wallace C., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2014; Privileged in Obstetrics and Gynecology.

Oliver, Mohammed N., M.D., Physician in Chief in the Department of Family Medicine; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Family Medicine.

Showalter, Shayna L., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Surgery.

Sifri, Costi, M.D., Epidemiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 18, 2013, through October 17, 2015; Privileged in Medicine.

Simpson, Allan G., M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Medicine.

Swaminathan, Lalithapriya, M.B.B.S., Physician in the Department of Family Medicine; Attending Staff Status; Period of Appointment: October 15, 2013, through October 14, 2015; Privileged in Family Medicine.
Weder, Max M., M.D., Pulmonologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2015; Privileged in Medicine.

3. STATUS CHANGES TO CLINICAL STAFF

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

Abel, Mark F., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Title Change effective August 15, 2013 through December 31, 2014; Privileged Orthopedic Surgery.

Asthagiri, Ashok R., M.D., Neurosurgeon in the Department of Neurosurgery; Attending Staff Status; Date Change effective July 2, 2013 through June 30, 2014; Privileged in Neurosurgery.

Celigoj, Frank A., M.D., Urologist in the Department of Urology; Attending Staff Status; Date Change effective July 25, 2013 through June 30, 2014; Privileged in Urology.

Chhabra, A. Bobby B., M.D., Orthopedic Surgeon in Chief in the Department of Orthopedic Surgery; Attending Staff Status; Title Change effective August 15, 2013 through August 24, 2015; Privileged Orthopedic Surgery.

Maitland, Hillary S., M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Date Change effective July 2, 2013 through June 30, 2014; Privileged in Hematology Oncology.

Habbu, Amit, M.D., Radiologist in the Department of Radiologist and Medical Imaging; Attending Staff Status; Date Change effective July 1, 2013 through June 30, 2014; Privileged in Radiologist and Medical Imaging.

Lawrence, David A., M.D., Radiologist in the Department of Radiologist and Medical Imaging; Attending Staff Status; Date Change effective July 1, 2013 through June 30, 2014; Privileged in Radiologist and Medical Imaging.

Meyer, Brendan, M.D., Radiologist in the Department of Radiologist and Medical Imaging; Attending Staff Status; Date Change effective July 3, 2013 through June 30, 2014; Privileged in Radiologist and Medical Imaging.

Norwood, Kevin G., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Date Change effective July 26, 2013 through May 31, 2014; Privileged in Pediatrics.

Raymond, Sara P., M.D., Radiologist in the Department of Radiologist and Medical Imaging; Attending Staff Status; Date Change
effective July 10, 2013 through June 30, 2014; Privileged in Radiologist and Medical Imaging.

Smith, Melinda K., M.D., Radiologist in the Department of Radiologist and Medical Imaging; Attending Staff Status; Date Change effective July 5, 2013 through June 30, 2014; Privileged in Radiologist and Medical Imaging.

4. 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:

Macik, B. Gail, M.D., Hematologist Oncologist in the Department of Pathology; Attending Staff Status; Period of Appointment: October 15, 2013, through October 14, 2015; Privileged in Pathology.

5. NEW PROCEDURAL PRIVILEGES TO CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for new procedural privileges to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:

Ozer, Harun, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; New Procedural Privileges for Interventional Radiology. Privileges effective September 13, 2013 – June 30, 2014; Privileged in Radiology and Medical Imaging.

Sauer, Bryan, M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; New Procedural Privileges for Endoscopic suturing using the Overstitch device. Privileges effective September 13, 2013 – July 1, 2014; Privileged in Medicine.

Shami, Vanessa, M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; New Procedural Privileges for Endoscopic suturing using the Overstitch device. Privileges effective September 13, 2013 – September 24, 2014; Privileged in Medicine.

Strand, Daniel, M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; New Procedural Privileges for Endoscopic suturing using the Overstitch device. Privileges effective September 13, 2013 – July 1, 2014; Privileged in Medicine.

Wang, Andrew Y., M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; New Procedural Privileges for Endoscopic suturing using the Overstitch device. Privileges effective September 13, 2013 – July 2, 2014; Privileged in Medicine.
6. 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:

Gallo, Douglas R., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: June 30, 2013.

Jackson, Erin W., M.D., Physician in the Department of Medicine; Effective Date of Resignation: May 31, 2013.

Johnson, Michael J., M.D., Physician in the Department of Medicine; Effective Date of Resignation: May 31, 2013.

Matanock, Almea M., M.D., Pediatrician in the Department of Medicine; Effective Date of Resignation: May 20, 2013.

Millard, Alexander S., M.D., Physician in the Department of Medicine; Effective Date of Resignation: May 31, 2013.

Nagle, Pamela C., M.D., Anesthesiologist in the Department of Anesthesiology; Effective Date of Resignation: September 1, 2013.

Parulis, Jr., Albert W., D.M.D., Physician in the Department of Plastic Surgery; Effective Date of Resignation: May 31, 2013.

Reagan, Patrick M., M.D., Physician in the Department of Medicine; Effective Date of Resignation: May 31, 2013.

Reynolds, Matthew R., M.D., Anesthesiologist in the Department of Anesthesiology; Effective Date of Resignation: July 31, 2013.

Ritter, Eric P., M.D., Anesthesiologist in the Department of Anesthesiology; Effective Date of Resignation: August 15, 2013.

Solari, Ian L., M.D., Physician in the Clinical Practice Group; Effective Date of Resignation: August 31, 2013.

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:


Petro, Erika, P.A., Physician Assistant in the Department of Neurosurgery; Period of Privileging: August 29, 2013 through August 18, 2014; Privileged as a Physician Assistant.


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:

Beckham, Patricia, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: October 15, 2013 through October 14, 2015; Privileged as a Certified Nurse Anesthetist.

Berniger, Marillise, P.A., Physician Assistant in Hematology Oncology; Period of Privileging: October 22, 2013 through October 21, 2015; Privileged as a Physician Assistant.

Butterman, Christine M., R.N., N.P., Family Nurse Practitioner in Pediatric Cardiology; Period of Privileging: October 18, 2013 through October 17, 2015; Privileged as a Family Nurse Practitioner.

Fallin, Beth E., R.N., N.P., Acute Care Nurse Practitioner in Cardiac Transplant; Period of Privileging: October 18, 2013 through October 17, 2015; Privileged as an Acute Care Nurse Practitioner.

Gochenour, Elizabeth, R.N., N.P., Acute Care Nurse Practitioner in Wound and Ostomy; Period of Privileging: October 30, 2013 through October 29, 2015; Privileged as an Acute Care Nurse Practitioner.

McFadden, Heather, R.N., N.P., Acute Care Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: October 29, 2013 through October 28, 2015; Privileged as an Acute Care Nurse Practitioner.

Mercer, Sarah C., P.A., Physician Assistant in the Department of Obstetrics and Gynecology; Period of Privileging: October 2, 2013 through October 1, 2015; Privileged as a Physician Assistant.

Moss, Bridget L., R.N., N.P., Acute Care Nurse Practitioner in NNICU; Period of Privileging: October 11, 2013 through October 10, 2015; Privileged as an Acute Care Nurse Practitioner.
Peterson, Neil, R.N., N.P., Family Nurse Practitioner in Employee Health; Period of Privileging: October 19, 2013 through October 18, 2015; Privileged as a Family Nurse Practitioner.

Robbins, Patricia K., R.N., N.P., Acute Care Nurse Practitioner in NNICU; Period of Privileging: October 17, 2013 through October 16, 2015; Privileged as an Acute Care Nurse Practitioner.

Rosner, Ella M., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: October 21, 2013 through October 20, 2015; Privileged as a Certified Nurse Anesthetist.

Schwaner, Sandra L., R.N., N.P., Acute Care Nurse Practitioner in the Department of Radiology; Period of Privileging: October 12, 2013 through October 11, 2015; Privileged as an Acute Care Nurse Practitioner.

Shaw, Katherine D., R.N., N.P., Acute Care Nurse Practitioner on 6 West; Period of Privileging: October 22, 2013 through October 21, 2015; Privileged as an Acute Care Nurse Practitioner.

Williams, Brad, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: October 4, 2013 through October 3, 2015; Privileged as a Certified Nurse Anesthetist.

8. 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:

Donovan, Kelly K., R.N., N.P., Neonatal Nurse Practitioner in the NICU; Effective Date of Resignation: December 1, 2012.

Clinical Staff Appeal

Dr. Long called for a vote on the Clinical Staff appeal that was reviewed in closed session. On motion, the following resolution was approved by the Medical Center Operating Board (Rector Martin was not present for this vote):

RESOLUTION AFFIRMING AUGUST 20, 2013 RECOMMENDATION OF THE CLINICAL STAFF EXECUTIVE COMMITTEE

WHEREAS, The Medical Center Operating Board met September 19, 2013 to review and consider the August 20, 2013 recommendation of the Clinical Staff Executive Committee (“CSEC”) that the Clinical Staff membership of a physician be revoked; and

WHEREAS, as part of its review of this matter, the MCOB also reviewed and considered the August 15, 2013 Report of the Hearing
RESOLVED, the Medical Center Operating Board affirms the CSEC recommendation; and

RESOLVED FURTHER, the Medical Center Operating Board adopts the reasons set forth in CSEC’s August 20, 2013 recommendation and CSEC’s September 6, 2013 written statement as the basis for its affirming the CSEC recommendation; and

RESOLVED FURTHER, the Medical Center Operating Board’s decision was made for reasons related to patient care, patient welfare, character and misconduct in the Medical Center and in the reasonable application of requirements of Bylaws of the Clinical Staff and Medical Center policies, and was made in the reasonable belief that the decision was in furtherance of quality health care, after a reasonable effort to obtain the facts of the matter, after reasonable notice and hearing procedures have been afforded to the physician, and in the reasonable belief that the decision was warranted by the facts; and

RESOLVED FURTHER, the decision of the Medical Center Operating Board is final and is effective immediately.

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Creation of an Accountable Care Organization (ACO)

Dr. Long called for a vote on the creation of an Accountable Care Organization (ACO). On motion, the following resolution was approved by the Medical Center Operating Board for the University of Virginia and will be reported to the full Board (Rector Martin was not present for this vote):

APPROVAL FOR MEDICAL CENTER PARTICIPATION IN A JOINT VENTURE FOR AN ACCOUNTABLE CARE ORGANIZATION

WHEREAS, the Medical Center Operating Board finds it to be in the best interests of the University of Virginia and its Medical Center for the Medical Center to participate in a joint venture with the University of Virginia Physicians Group for an accountable care organization under the Medicare Shared Savings Program regulations of the Centers for Medicare and Medicaid Services; and

WHEREAS, Section 23-77.3 of the Code of Virginia grants authority to the Medical Center to enter into joint ventures;

RESOLVED, the University, on behalf of the Medical Center, is authorized to enter into a joint venture for an accountable care organization with the University of Virginia Physicians Group, with oversight being provided by the Executive Vice President for Health Affairs; and
RESOLVED FURTHER, the President of the University, or her designee, in consultation with the Vice President and Chief Executive Officer of the Medical Center and with the approval of the Chair of the Medical Center Operating Board, is authorized to negotiate the terms of such joint venture, including the execution of an operating agreement, and all other documents necessary for the creation and effectuation of the joint venture entity, on such terms as the President of the University or her designee deems appropriate, and to take such other action as the President of the University or her designee deems necessary and appropriate for the creation of the joint venture.

Vice President and CEO Remarks

Dr. Long asked Mr. R. Edward Howell, Vice President and Chief Executive Officer of the Medical Center, to give his report on the Medical Center. Mr. Howell reported that the new lobby and main entrance to the hospital opened on July 15. He said the new entrance is a key element of their capital development efforts that are aimed at creating a sense of arrival for our patients and visitors. He said the new lobby provides a welcoming environment with a sense of spaciousness.

Mr. Howell said on August 26, the UVA Medical Park at Zion Crossroads opened. This facility is easily accessible from US Route 15 and Interstate 64. Both primary and specialty care will be provided here along with extensive imaging and laboratory services.

Mr. Howell reported that the Joint Commission recently certified the Hip and Knee Total Replacement Program. He said the Medical Center will continue to follow the efforts of the Medicaid Innovation and Reform Commission and other efforts related to expansion of Medicaid. Expansion of Medicaid is critically important to the Medical Center. The Commission meets again on October 21 and Dr. Irv Kron, Chair of Surgery, has been invited to present a study that his Department conducted on surgical outcomes by payor.

Mr. Howell reported that Dr. Susan Kirk, who leads the Graduate Medical Education Program, has been chosen to be a member of the Institutional Review Committee of the Accrediting Council on Graduate Medical Education. He concluded by reporting that the construction of the new Battle Children’s facility is progressing nicely, and they are looking forward to opening this much anticipated new facility for the care of the region’s children.

Remarks by the Dean of the School of Medicine

Dr. Dunlap reported on the School of Medicine Class of 2017 and current efforts toward alignment of the School of Medicine, the
Medical Center, and the faculty practice plan (University Physicians Group, or UPG).

The School of Medicine class of 2017 has a class size of 161, with a total of 4,709 applicants for this class. Dr. Dunlap said 52% are Virginians and 48% are from out-of-state. This class represents 27 states.

Efforts toward aligning the School of Medicine, the Medical Center, and UPG are currently underway. Dr. Dunlap said they are looking at the clinical goals for each group as well as the Academic Strategic Plan.

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Medical Center Operations Report

Dr. Long called on Mr. Bo Cofield to provide the Medical Center Operations Report. Mr. Cofield gave an overview of the employee engagement survey conducted by Gallup for the Health System (Medical Center, School of Medicine, School of Nursing, UPG and Health Sciences Library). He said this is the first time the entire Health System has participated in the same survey. There was an overall employee participation rate of 77%. The results were shared with Health System executive leadership on September 4 and 5. Survey findings showed three types of employees: Engaged (30%) – loyal and productive and more likely to stay with their organization and less likely to have accidents; Not Engaged (50%) – may be productive but less psychologically connected to their organization and more likely to miss work days and more likely to leave; Actively Disengaged (18%) – physically present but psychologically absent, unhappy with their work and will share that unhappiness with their colleagues. The survey also found that overall scores are on par with other first-year healthcare clients. He said you typically need five engaged employees to offset every disengaged employee. The Gallup onsite visit also revealed a need for more clarity and direction and for leaders to set the context for engagement.

Mr. Cofield reported a reduction in readmissions. He said there were several quality initiatives that were showing success: 1) Hospital to Home; 2) Heart Health @ Home; and 3) Care Coordination Center. Heart to Home focuses on early follow-up, post discharge medication management, and patient self-activation to signs and symptoms. He said this initiative is led and coordinated by a Heart Failure Nurse Practitioner Clinic.

Mr. Cofield said the Heart Health @ Home initiative is for patients with chronic diseases. They receive visits at home within 24-48 hours of discharge and then three to four times the first week, two to three times the second week, and one to two times the third week. The Cardiac Home Assistant assists the patient in developing regimens for medication adherence as well as other parts of the treatment plan. This program began in October 2012. To date, they
have 75 patients that were initially enrolled and still have 58 of those patients in the program. Patients are followed for one to two years. They have made 1,212 home visits and 247 phone visits.

Mr. Cofield reported on the Care Coordination Center Initiative, a partnership between the Health System and Broad Axe Care Coordination LLC, intended to reduce patient readmissions. They provide home monitoring for 60 days for patients that have had heart failure, pneumonia, COPD, or suffered a heart attack. Staff visit patients in their home, install monitoring equipment, and teach patients how to transmit information to the monitoring center. Nurses at the monitoring center review vital signs transmitted by the patient as well as answer symptom-related questions. This allows for quick identification and intervention activation.

Medical Center Finance Report

Mr. Larry Fitzgerald gave a financial report for the fiscal year 2013. He said the Medical Center ended the year with operating income of $79 million, which is a 6.4% operating margin for the year. He said the Health System made a sharing payment to the School of Medicine in the amount of $15.9 million. Admissions were above budget, increasing 3.2% from last year. He reported the Case Mix Index (CMI) was down slightly, the Length of Stay was slightly above budget, and surgery continues to grow by 3.5%. Supplies were also above budget but below last year when adjusted for volume and CMI. He also reported the return on funds invested in UVIMCO was $55M.

Mr. Fitzgerald said benchmarks were doing well; slightly high on cost per adjusted discharge and full-time equivalents per adjusted discharge. Dr. Miller requested consolidated numbers with the other entities in the Health System.

Written Reports

The committee members received several written reports, including the annual compliance report and the Health Foundation development report.

On motion, the meeting was adjourned at 11:45 a.m.

SGH:dr
These minutes have been posted to the University of Virginia’s Board of Visitors website.
http://www.virginia.edu/bov/mcobminutes.html