MEMORANDUM

TO: The Medical Center Operating Board:

Edward D. Miller, M.D., Chair
Helen E. Dragas, Rector
Victoria D. Harker
Andrew K. Hodson, M.D.
William P. Kanto Jr., M.D.
The Hon. Lewis F. Payne

Constance R. Kincheloe
Stephen P. Long, M.D.
Vincent J. Mastracco Jr.
Charles W. Moorman

Ex Officio Advisory Members:

Teresa A. Sullivan
Steven T. DeKosky, M.D.
Dorrie K. Fontaine

Robert S. Gibson, M.D.
Patrick D. Hogan
R. Edward Howell

John D. Simon

and

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

Frank B. Atkinson
A. Macdonald Caputo
Hunter E. Craig
The Hon. Alan A. Diamonstein
Allison Cryor DiNardo
Marvin W. Gilliam Jr.
William H. Goodwin Jr.

Bobbie G. Kilberg
George Keith Martin
John L. Nau III
Timothy B. Robertson
Linwood H. Rose
Hillary A. Hurd
Leonard W. Sandridge Jr.

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Medical Center Operating Board on February 21, 2013

The Medical Center Operating Board of the Board of Visitors of the University of Virginia met, in Open and Executive Session, at 8:35 a.m., Thursday, February 21, 2013, in the Auditorium of the Harrison Institute/Small Special Collections Library; Edward D. Miller, M.D., Chair, presided.
Ms. Helen E. Dragas, William P. Kanto Jr., M.D., Ms. Constance R. Kincheloe, Stephen P. Long, M.D., Vincent J. Mastracco Jr., and Charles W. Moorman were present.

Ms. Teresa A. Sullivan, Steven T. DeKosky, M.D., Ms. Dorrie K. Fontaine, Robert S. Gibson, M.D., Patrick D. Hogan, R. Edward Howell, and John D. Simon, all ex officio Members, also were present.


Susan E. Kirk, M.D., and Gilbert R. Upchurch, M.D., were in attendance as presenters.

The chair welcomed several clinical chairs in Medicine: Irving L. Kron, M.D., Alan H. Matsumoto, M.D., Robert E. O’Connor, M.D., and Mitchell H. Rosner, M.D.

Dr. Miller commented on the informative presentation by Dr. Peter Pronovost at the previous evening’s events and thanked Mr. Howell and his staff for hosting the dinner and event.

Dr. Miller said that the University’s $3 billion Capital Campaign will conclude this spring and urged all members of the Medical Center Operating Board to contribute to demonstrate their support of the Health System. He would like to have 100% participation.

Executive Session

The following motion was approved, and the Medical Center Operating Board commenced in Executive Session at 8:40 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 strategic personnel, financial and market and resource considerations, long range financial plan and fiscal budget assumptions, potential joint ventures, outreach, other growth efforts and market strategies, and 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, 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, and ongoing litigation and arbitration
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 11:20 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.

ACTION ITEM: Approval of Credentialing and Recredentialing Actions

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

CREDENTIALING AND RECredentialing 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:

Jackson, Erin W., M.D., Hospitalist in the Department of Medicine; Instructor Staff Status; Period of Appointment: February 1, 2013, through May 31, 2013; Privileged in Medicine.

Johnson, Michael J., M.D., Hospitalist in the Department of Medicine; Instructor Staff Status; Period of Appointment: January 31, 2013, through May 31, 2013; Privileged in Medicine.

Millard, Alexander S., M.D., Hospitalist in the Department of Medicine; Instructor Staff Status; Period of Appointment: January 31, 2013, through May 31, 2013; Privileged in Medicine.

Reagan, Patrick M., M.D., Hospitalist in the Department of Medicine; Instructor Staff Status; Period of Appointment: February 1, 2013, through May 31, 2013; Privileged in Medicine.
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:

Arnold, William S., M.D, Surgeon in the Department of Surgery; Visiting Staff Status; Period of Reappointment: March 12, 2013, through March 11, 2014; Privileged in Surgery.

Dang, Thao P., M.D, Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: March 12, 2013, through March 11, 2015; Privileged in Medicine.

Conley, Thomas E., M.D, Neurologist in the Department of Neurology; Consulting Staff Status; Period of Reappointment: March 17, 2013, through March 16, 2015; Privileged in Neurology.

Johnston, Bankole A., M.B.B.S., Psychiatrist in Chief in the Department of Psychiatry and Neurobehavioral Sciences; Administrative Staff Status; Period of Reappointment: February 25, 2013, through February 24, 2015.

Read, Paul W., M.D, Radiation Oncologist in the Department of Radiation Oncology; Attending Staff Status; Period of Reappointment: March 1, 2013, through February 28, 2015; Privileged in Radiation Oncology.

Sutherland, Sara F., M.D, Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Reappointment: March 15, 2013, through March 14, 2015; Privileged in Emergency Medicine.

3. STATUS CHANGES TO THE 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:

Lather, Leigh A., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Status Change effective January 3, 2013 through January 2, 2015; Privileged in Pediatrics.

4. SECONDARY REAPPOINTMENT STATUS CHANGE TO THE CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the secondary status change in clinical privileges to the following practitioner are approved:
Lather, Leigh A., M.D., Pediatrician in the Department of Orthopedics; Attending Staff Status; Period of Appointment: January 3, 2012, through August 19, 2014; Privileged in Pediatrics.

5. **RESIGNATIONS OF THE 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:

Hoyer, Andrew W., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Resignation: February 1, 2013.

Long, Todd J., M.D., Ophthalmologist in the Department of Ophthalmology; Effective Date of Resignation: January 31, 2013.

Salman, Huda, M.D., Hematologist Oncologist in the Department of Medicine; Effective Date of Resignation: February 1, 2013.

6. **SECONDARY RESIGNATIONS OF THE 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:

Hoyer, Andrew W., M.D., Radiologist in the Department of Radiology; Effective Date of Resignation: January 31, 2013.

Powers, Robert D., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: February 1, 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:

Dodson, Carol, R.N., N.P., Family Nurse Practitioner in the Department Surgery; Period of Privileging: February 1, 2013 through January 27, 2014; Privileged as a Family Nurse Practitioner.

Muncaster, Larkin E., R.N., N.P., Family Nurse Practitioner in Regional Primary Care; Period of Privileging: January 21, 2013 through January 20, 2014; Privileged as a Family Nurse Practitioner.

Schexnayder, Julie, R.N., N.P., Acute Care Nurse Practitioner in Infectious Diseases; Period of Privileging: February 1, 2013 through January 27, 2014; Privileged as an Acute Care Nurse Practitioner.
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:

Boitnott, Amy, R.N., N.P., Family Nurse Practitioner in Department of Pediatrics; Period of Privileging: March 24, 2013 through March 23, 2015; Privileged as a Family Nurse Practitioner.

Clark, Sherry L., R.N., N.P., Family Nurse Practitioner in HOPE Cancer Care; Period of Privileging: March 6, 2013 through May 6, 2013; Privileged as a Physician Assistant.

Cluett, Susan B., R.N., N.P., Family Nurse Practitioner in the Pediatric Fitness Program; Period of Privileging: March 1, 2013 through February 25, 2015; Privileged as a Family Nurse Practitioner.


Golden, Wendy L., Ph.D., Director of Cytogenics Laboratory in the Department of Pathology; Period of Privileging: April 1, 2013 through March 31, 2015.

Jamison, Jennifer A., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 19, 2013 through March 18, 2015; Privileged as a Certified Nurse Anesthetist.

Merlino, Kathleen, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 13, 2013 through March 12, 2015; Privileged as a Certified Nurse Anesthetist.

Robertson, Kathryn L., P.A., Physician Assistant in the Department of Orthopedic Surgery; Period of Privileging: March 26, 2013 through March 25, 2015; Privileged as a Physician Assistant.

Turman, Ann E., R.N., N.P., Acute Care Nurse Practitioner on 4 West/TCV; Period of Privileging: February 26, 2013 through February 25, 2015; Privileged as an Acute Care Nurse Practitioner.
Vice President and CEO Remarks

The chair asked Mr. R. Edward Howell, Vice President and Chief Executive Officer of the Medical Center, to give his report on the Medical Center. He said the Buchanan Endowment was established to fund promising new clinical programs that will enhance our efforts to further clinically differentiate the Health System. Over $20 million has been awarded to 27 different clinical programs since 2003. These investments have boosted our market share and contributed to the bottom line. The program being funded this year, Fecal Microbiota Transplants for the treatment of C. difficile infections, intends to restore normal protective bacterial levels to the colon. Our program is only the second such program with an associated frozen stool bank.

Augusta Health has exercised its option of dissolving the Radiation Oncology Joint Venture we held along with Rockingham Memorial Hospital. A settlement of $1,231,164 was UVA’s portion of the dissolution.

The Children’s Hospital held its major fundraising event, called “The Main Event”, at Keswick Hall on February 2nd. They raised over $200,000 toward the construction of the new Battle Building.

He said the Medical Center hosted the Play 4Kay women’s basketball game against the University of Maryland recently, to raise awareness of breast cancer, with over 1100 Health System staff attending.

Mr. Howell announced that the Medical Center received Leadership in Energy and Environmental Design (LEED) certification for the new Critical Care Bed Tower. He added that the Emily Couric Clinical Cancer Center already received its certification.

Vice President and Dean’s Remarks

Dr. Miller called on Steven T. DeKosky, M.D., Vice President and Dean of the School of Medicine, to report. Dr. DeKosky said that the Liaison Committee on Medical Education (LCME) is the accrediting authority for medical schools in the U.S. and Canada and will be conducting a site visit to the University’s School of Medicine in 2014. The school is performing a self-study and has appointed over 150 faculty, staff, and students to various subcommittees, along with an additional 30 participants from the community, alumni, and other invited faculty from across Grounds. The LCME Steering Committee is chaired by Dr. Randolph J. Canterbury, with Dr. Barnett Nathan as the faculty chair of the Institutional Self-Study, and Leslie Thomas, JD, as the LCME coordinator.

Dr. DeKosky said that Reid Adams, M.D., has been appointed the interim director of the Cancer Center of Excellence and Clinical Cancer Services while the search continues for a director. Ms. Jody Reyes will serve as the administrator of the Cancer Center.
A new program called the Virginia Center for Translational and Regulatory Sciences (VCTRS) will be located in the Ivy Translational Research Building when it is completed. VCTRS will do research and teaching in the regulatory process and the pipeline from research to FDA submission. Dr. Robert J. Meyer has been hired as the Director, to start March 1. He is currently the Director of Worldwide Regulatory for Merck Pharmaceuticals, was a faculty member at Oregon Health Sciences University, and spent over a decade at the FDA. This program has been funded by a $4.6 million grant from Altria.

Dr. DeKosky said the proposed Ivy Translational Research Building is currently leased to CFA Institute until late 2013. The first three floors of the building will be refurbished in early 2014. The fourth floor currently houses UVIMCO, which would offer further space for expansion once their lease is up. The building will then house VCTRS, computational and other non-wetlab research, a clinical research unit for outpatient studies, along with other centers to be determined.

The Clinical Research Initiative has selected five programs for clinical research grants out of 20 that had a full review. The next deadline is April 2013. The initiative will distribute $35 million over five years.

Erik Hewlett, M.D., received the Outstanding Faculty Award for 2013, one of 12 recipients in Virginia for the state’s highest honor for college faculty, selected by the State Council of Higher Education for Virginia. Dr. DeKosky also touted that 189 doctors from UVA are on the “Best Doctors in America” list, which includes just 5% of U.S. doctors, yet 20-25% of UVA’s doctors are included.

Operations and Finance Reports

Mr. Howell introduced Mr. Robert H. Cofield to report on operations, and Mr. Larry L. Fitzgerald, Associate Vice President for Business Development and Finance in the Medical Center to give a brief report on finance.

Mr. Cofield said the “Culture of Patient Safety Survey” in 2012 received over 2,500 responses, mainly from medical center employees and clinical staff. A graph comparing the percentage of positive responses from 2008, 2010, and 2012 draws a couple of conclusions: There was a drop in all of the categories from 2008 to 2010; increased efforts focusing on patient safety over the last couple of years resulted in an increase in positive responses in every category above 2008 and 2010 levels. He said it is about how we move patients through the system, the transitions, and the communication between units. There were more scores of A’s and B’s, than C’s, D’s, and F’s compared to 2010. Compared to other hospitals with more than 500 beds, there is room for improvement.
Mr. Cofield gave an update of the 2012 flu season vaccination program. The flu vaccine is mandatory for all Medical Center, School of Medicine, School of Nursing, and University Physicians Group employees, including all students, volunteers, and vendors. The Centers for Disease Control compliance deadline was December 31, 2012. The Medical Center had a 93% vaccination rate, with 99.99% in compliance. A flu exemption form must be completed and signed by any employee wanting to opt-out, with sanctions in place for noncompliance.

Mr. Cofield said a form has been created on a website for submitting employee ideas for improving our quality, safety, patient experience, employee engagement, and financial stewardship. Ideas will be collected for one month and evaluated by the Medical Center Operations Leadership, a formal group that represents a broad variety of disciplines.

Mr. Fitzgerald gave the financial report for the Medical Center. The first six months of the fiscal year had earnings of $29 million, $1 million over the budget. The operating margin was 4.9%, compared to 4.7% budgeted. Volume is good. Revenues are up 5% over the prior year. Expenses of travel and pharmaceutical supplies are higher than we’d like them to be.

Development

Dr. Miller introduced Ms. Karen Rendleman, Associate Vice President for Health System Development, for her report on development. The goal for the Health System’s campaign was originally $500 million, which was reached in March of 2010. Since then a bridge campaign has focused on additional priorities, and they will now turn their efforts toward the Health System’s strategic plan. As of December 31, 2012, $636 million has been raised, 127% of their goal. $100 million was raised for capital, $25 million for unrestricted, $138 million for the endowment, and $373 million for programming and operational support.

For some perspective on the impact of large donor gifts, one general rule of fundraising is 90% of your funds come from 10% of your donors. In UVA’s case, 1.08% of the donors gave 92% of the money raised, 110 donors gave $1 million or more, and 435 donors gave between $100,000 and $999,999. The other 8% was raised from 49,972 donors who gave less than $100,000. There were many transactions, with over 90,000 gifts from 50,701 donors. There were 36,000 brand new donors to the Health System, with 32,000 of those new to the University.

Ms. Rendleman showed how some of the money raised has been used:

- 28 new professorships were endowed
- 44 new scholarships were funded
- 5 building projects were partially funded
- Large growth in Health System endowments
In the future, fundraising will go to support the strategic plan. They are reviewing their existing donor base, along with a grateful patient program to encourage patients to give back to the health system. Another new initiative is the Medical Center annual giving campaign that kicked off in December; they plan to build on this over the next few years.

Ms. Rendleman outlined some of the future funding priorities:

- Clinical priority areas – cancer, cardiovascular, neurosciences
- Battle Building completion – $8 million remaining
  - New Education Resource Center in planning phase
- Clinical research cores
- School of Medicine
  - Faculty recruitment and retention, start-up packages
  - Clinical Performance Education Center
  - Scholarships
- School of Nursing
  - Faculty recruitment and retention, start-up packages
  - Compassionate care initiative
  - Inter-professional education

---

Mr. Craig said he has received a number of glowing testimonials about the work of the Medical Center; he also thanked the entire team for the extraordinary care given to his daughter.

---

On motion, the meeting was adjourned by the Chair at 11:50 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