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 February 19, 2014

The Medical Center Operating Board (MCOB) met, in Open Session, at 2:10 p.m., Wednesday, February 19, 2014, in the Charles W. Hurt M.D. Learning Studio of the Claude Moore Medical Education Building; Dr. Long, Co-Chair, presided.
George Keith Martin, Rector, William H. Goodwin Jr. (arrived at 4:00 p.m.), Andrew K. Hodson, M.D., Michael M.E. Johns, M.D., William P. Kanto Jr., M.D., and Charles W. Moorman were present.

Rector Martin designated Hunter E. Craig as a substitute member of the Medical Center Operating Board which allowed him to participate as a member until William H. Goodwin Jr. arrived at 4:00 p.m.

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.


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Opening Remarks - Dr. Long

Dr. Long provided opening remarks on why the MCOB is effective, and the duties of a member of the Board, which include the duties of care and loyalty. He showed a video that is an advertisement for the Health System entitled “First Borns and Second Chances”. Mr. Howell said the video was produced in coordination with the Department of Athletics. He then introduced the Clinical Chairs that were in attendance:

- Dr. A. Bobby Chhabra, the Lillian t. Pratt Distinguished Professor of Orthopaedic Surgery and Chairman of the Department of Orthopaedics. He served a two-year term as the Associate Chief Medical Officer for Surgical Services.
- Dr. Irving L. Kron, the S. Hurt Watts Professor of Surgery and Chairman of the Department of Surgery. Dr. Kron specializes in Adult Cardiac Surgery, Pediatric Cardiac Surgery, and Peripheral Vascular Surgery. He joined the U.Va. faculty over 37 years ago and was appointed Chairman of the Department of Surgery in 2002.
- Dr. James M. Larner, Chairman of the Department of Radiation Oncology. He is a graduate of the University of Virginia School of Medicine and completed a fellowship in Radiation Oncology at the U.Va. Medical Center. Dr. Larner specializes in radiotherapy for central nervous system tumors.
- Dr. Robert P. Wilder, the Harrison Distinguished Associate Professor of Physical Medicine and Rehabilitation and Chairman of the Department of Physical Medicine and Rehabilitation.
Dr. Wilder also serves as a Team Physician for U.Va. Athletics. He is a graduate of the University of Virginia School of Medicine and he specializes in sports medicine and running injuries.

Dr. Long informed the Board that Connie Kincheloe could not attend the meeting because she was in northern Virginia awaiting the birth of her first grandchild.

Mr. Howell introduced Dr. Chris Ghaemmaghami to the MCOB members. Dr. Ghaemmaghami is the newly appointed Chief Medical Officer, replacing Dr. Jonathon Truwit. He is Associate Professor of Emergency Medicine and recently served as Vice Chair and Medical Director of the Department. The Chief Medical Officer reports jointly to Dr. Dunlap (Dean of the School of Medicine) and Mr. Howell (Vice President & Chief Executive Officer of the Medical Center) and serves as the primary clinical interface for their offices.

Dr. Long called on Dr. Richard P. Shannon, Executive Vice President for Health Affairs, to give a few remarks.

Executive Vice President for Health Affairs Remarks

Dr. Shannon shared some of his observations from his first 90 days in office. He said there are five core values that drive the organization. They are that the University Health System is: 1) the safest place for care; 2) the healthiest place to work; 3) where clinical services are the best available in the Commonwealth; 4) where biomedical research is focused on bettering the human condition; and 5) where there is an emphasis on training the next generation of high-performing teams including doctors, nurses, and others.

Dr. Shannon said core values say nothing about financial performance. Doing the right thing is the economically good thing to do. It is important to embrace and own the core values. He explained how they will be implemented and said specific examples will be provided at this meeting.

Dr. Shannon said the two core missions of education and research cannot be financially self-sufficient. There is a price for greatness, and the greatest challenge is if we will be willing to pay that price. He said he hoped the members would agree that the team is indeed rising.

Executive Session

The following motion was approved, and the Medical Center Operating Board commenced in Executive Session at 2:30 p.m.:

That the Medical Center Operating Board move 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 assumptions and operating and capital budget assumptions, potential joint ventures or affiliations, other marketing and growth efforts including population health and other clinical initiatives, Cardiovascular Center of Excellence, report on the performance of Culpeper Regional Hospital, and review of the Health System Clinical Strategy Performance Dashboard and other 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 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, legislative and accreditation standards, which also will 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 5:10 p.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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Vice President and CEO Remarks

Mr. Howell began his remarks by re-emphasizing Mr. Fitzgerald’s statements about the financial and operational well-being of the Medical Center being heavily dependent upon the expansion of Virginia Medicaid or its equivalent. Mr. Howell said, along with his colleagues in the Virginia Hospital Association, he has been actively engaged in this issue by way of dialogue with the leadership of the General Assembly as well as the Governor’s office. Further, at the request of Delegate Jones, Dr. Shannon informed the House Appropriations Committee on the impact of Disproportionate Share hospital payment reductions on the UVA Medical Center if Medicaid is not expanded. Mr. Howell said this is a critically important time in the deliberation of this matter and we are monitoring the General Assembly on an hour-by-hour basis.

Mr. Howell was very pleased to announce that the Engineering News-Record in its publication of the “Best of the Best” construction projects for 2013 identified the Bed Tower Expansion and Helipad as the nation’s best designed and engineered healthcare project. He
congratulated Tom Harkins and the Medical Center’s and University’s facilities staff for their work on this project. He said as they evaluated this approach to expanding much needed bed capacity, there were a number of critics. Thus, it is gratifying to receive this recognition, especially when it is combined with the reality that this was a very cost-effective project. He said it was also worth noting that relocation of the helipad was Mr. Cofield’s first capital decision upon arriving at U.Va. and it has paved the way for the expansion of the Emergency Department.

Remarks by the Dean of the School of Medicine

Dr. Dunlap spoke about the Academic Strategic Planning Process. She said the purpose was to refocus our efforts to achieve excellence in our three missions. She said approximately one quarter of all faculty have volunteered for working groups. She said they were on schedule for summer delivery of the plan. Work is currently underway on the following: Faculty Compensation Taskforce; Dean’s Office Review; and School of Medicine Funds Flow.

Dean Dunlap spoke about School of Medicine space and usage. She said currently research lab and computational space is inventoried and tracked but office space is not. The recommendation was made for all space to be inventoried and tracked.

Dr. Dunlap spoke about research. She said the Brain Mosaic research was named one of 2013’s “Top 10 Discoveries and Breakthroughs”. This is the second year the School of Medicine has made the list. Researchers on this topic are Mike McConnell, PhD, and Ira Hall, PhD. She said this discovery could help explain schizophrenia, depression, bipolar disorder, autism, and other such conditions.

Dr. Dunlap spoke about a situation where a simulation turned real. She said a student, Ryan Jones, was assigned a task to diagnose a pretend abdominal aortic aneurysm on a simulated patient. During the simulation, he actually discovered an aneurysm in the patient. This story has gained local, national, and international attention.

Dean Dunlap reported on a Pediatric Asthma Care Program. She said an interdisciplinary team redesigned the care toolkit for asthmatic children, and within nine months, 100% of the asthma patients admitted had received all treatments and a home care plan that was outlined in the toolkit. She spoke about a video, “Voices of Quality,” that had earned a national award from the Robert Wood Johnson Foundation.
Medical Center Operations Report

Mr. Cofield reported on the UVA Medical Center Hospital expansion plan and some events and activities at the Medical Center. Dr. Chabra commented on the operating room expansion, and Dr. O'Connor said expanding the Emergency Department will bring in more patients, which will also cause an increase in the operating room and the number of inpatients.

Mr. Fitzgerald reported briefly on the finances. He said the case mix index is up significantly, which is a huge driver of revenue. Revenue is above prior year, and cost per adjusted discharge is below budget and the prior year. He said the Medical Center looks good in comparison with benchmarks, but expenses are higher than the benchmark. He said inpatient admissions are dropping off; this is compensated by acuity and outpatient activity.

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Health System Development Report

Dr. Long stated this report is a written report this time and asked if there were any questions for Ms. Rendleman. Ms. Rendleman reminded the committee that the Battle Building dedication will be June 14.

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Graduate Medical Education

Dr. Long told the MCOB members that the Medical Center is responsible for providing Resident and Fellowship training for the organizations. Resident and Fellow education is collectively known as Graduate Medical Education (GME). The accrediting organization requires that the Medical Center's governing board receive a report no less than annually on the GME program. Dr. Susan Kirk, the Designated Institutional Officer, provided this year's report.

Dr. Kirk described the accredited programs and the few non-accredited fellowships. There are about 780 residents and fellows. She explained the match process, where medical students are matched with residency programs around the country. She said the University is a net importer of talent. Dr. Kirk explained several initiatives to improve the patient experience including giving patients and their families "baseball" cards with pictures of the care team on them. This was started in Neurology but will be expanded to other units.

Dr. Kirk said one of the challenges for the future is that the number of medical schools is increasing and the residencies available for them are not increasing at the same rate. This is a collision course. Dr. Kirk explained other challenges for the future.
Approval of Credentialing and Recredentialing Actions

The Medical Center Operating Board approved the following 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:

Martinez-Rowe, Leonardo A., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: January 1, 2014, through December 31, 2014; Privileged in Anesthesiology.

Cramer, John D., M.D., Hospitalist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 2, 2014, through January 1, 2015; 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:

Abatzis, Vaia S., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: February 1, 2014, through May 31, 2015; Privileged in Anesthesiology.

Annex, Brian H., M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 26, 2014, through February 29, 2016; Privileged in Medicine.

Balogun, Seki A., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: January 25, 2014, through January 31, 2016; Privileged in Medicine.

Beitinjaneh, Amer M., M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Medicine.

Blackhall, Leslie J., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: January 16, 2014, through September 30, 2016; Privileged in Medicine.

Broshek, Donna K., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status;

Chadduck, James B., M.D., Neurosurgeon in the Department of Neurosurgery; Administrative Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Neurosurgery.

Dame, Lien P., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Medicine.

Den Hartog, Julia R., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Medicine.

Driver, Kevin A., M.D., Pulmonologist in the Department of Medicine; Instructor Staff Status; Period of Appointment: January 31, 2014, through January 31, 2015; Privileged in Medicine.

Durbin, Charles G., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Anesthesiology.

Frierson, Henry F., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Pathology.

Forbes, John W., M.D., Physician in the Clinical Practice Group; Attending Staff Status; Period of Appointment: February 1, 2014, through January 31, 2015; Privileged in Family Medicine.

Gardiner, James E., M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 17, 2014, through March 30, 2014; Privileged in Medicine.

Hanks, John B., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Surgery.

Harrison, Jr., James H., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Pathology.

Hayden, Frederick G., M.D., Epidemiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Medicine.

Humberson, Jennifer B., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Pediatrics.
James, Jessica C., D.O., Physician in the Clinical Practice Group; Attending Staff Status; Period of Appointment: February 6, 2014, through February 5, 2016; Privileged in Family Medicine.

Kindwall-Keller, Tamila L., D.O., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Medicine.

Kirk, Susan E., M.D., Endocrinologist in the Department of Medicine; Attending Staff Status; Period of Appointment: February 1, 2014, through August 31, 2016; Privileged in Medicine.

Kipp, Amy S., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2015; Privileged in Anesthesiology.


LeGallo, Robin D., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Pathology.

Lee, Meredith S., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: February 1, 2014, through April 30, 2016; Privileged in Psychiatry and Neurobehavioral Sciences.

Madaan, Vishal, M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: February 15, 2014, through June 30, 2016; Privileged in Psychiatry and Neurobehavioral Sciences.

Morris, Monica M., M.D., Radiologist Oncologist in the Department of Radiation Oncology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Radiation Oncology.

Pappas, Diane., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: February 1, 2014, through December 31, 2016; Privileged in Pediatrics.

Park, Stephen S., M.D., Otolaryngologist in the Department of Otolaryngology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Otolaryngology.

Plautz, Claire U., M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Appointment: February 16, 2014, through February 29, 2016; Privileged in Emergency Medicine.
Rodgers, Bradley M., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: January 31, 2014, through August 8, 2014; Privileged in Surgery.

Roshandel, Zia, M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 22, 2014, through June 30, 2016; Privileged in Medicine.

Schinstock, Elizabeth B., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: February 15, 2014, through July 31, 2016; Privileged in Pediatrics.

Shaffrey, Mark E., M.D., Neurosurgeon in Chief in the Department of Neurosurgery; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Neurosurgery.

Shen, Francis H., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Orthopedic Surgery.

Stisser, Brian C., M.D., Urologist in the Department of Urology; Attending Staff Status; Period of Appointment: February 4, 2014, through August 31, 2016; Privileged in Urology.

Suratt, Paul M., M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 26, 2014, through February 29, 2016; Privileged in Medicine.

Thomas, Cornelius W., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: January 31, 2014, through June 13, 2016; Privileged in Psychiatry and Neurobehavioral Sciences.

Tiouririne, Mohamed, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: February 9, 2014, through August 31, 2016; Privileged in Anesthesiology.

Tucker, Jim B., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Psychiatry and Neurobehavioral Sciences.

Tung, Kenneth S.K., M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Appointment: January 31, 2014, through January 31, 2016; Privileged in Pathology.

Wells, Lynda T., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: February 12, 2014, through March 31, 2016; Privileged in Anesthesiology.
Xu, Zhiyuan, M.D., Neurosurgeon in the Department of Neurosurgery; Instructor Staff Status; Period of Appointment: January 31, 2014, through January 31, 2015; Privileged in Neurosurgery.

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:

Brant, William E., M.D., Radiologist in the Department of Radiology; Effective Date of Resignation: December 31, 2013.

Holroyd, Suzanne, M.D., Psychiatrist in the Department of Medicine; Effective Date of Resignation: December 31, 2013.

Manhapra, Ajay, M.B.B.S., Physician in the Department of Medicine; Effective Date of Resignation: December 31, 2013.

Ryan, Eileen P., D.O., Psychiatrist in the Department of Medicine; Effective Date of Resignation: January 8, 2014.

Truwit, Jonathon D., M.D., Pulmonologist in the Department of Medicine; Effective Date of Resignation: January 13, 2014.

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:

Alligood, Ronald R., R.N., N.P., Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: December 30, 2013 through December 29, 2014; Privileged as an Acute Care Nurse Practitioner.

Dresen, Sarah E., R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: December 30, 2013 through November 24, 2014; Privileged as an Acute Care Nurse Practitioner.

Knight, Amy C., R.N., N.P., Certified Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: January 6, 2014 through January 5, 2015; Privileged as a Certified Nurse Anesthetist.

Peregoy, Leslie S., R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 20, 2013 through December 19, 2014; Privileged as a Pediatric Nurse Practitioner.
Roberts, Connie L., R.N., N.P., Adult Nurse Practitioner in the Department of Medicine; Period of Privileging: December 9, 2013 through December 8, 2014; Privileged as an Adult 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:

Becker, Joshua A., P.A., Physician Assistant in the Department of Surgery; Period of Privileging: February 4, 2014 through February 3, 2016; Privileged as a Physician Assistant.

Bowles-Childress, Melinda, R.N., N.P., Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: February 14, 2014 through February 13, 2016; Privileged as an Acute Care Nurse Practitioner.

Cardwell, John B., P.A., Physician Assistant in the Department of Medicine; Period of Privileging: February 2, 2014 through February 1, 2016; Privileged as a Physician Assistant.

Evans, Selene, R.N., N.P., Adult Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: February 21, 2014 through January 20, 2016; Privileged as an Adult Nurse Practitioner.

Hardy, Whitney, R.N., N.P., Neonatal Nurse Practitioner in the Department of Pediatrics; Period of Privileging: February 18, 2014 through February 17, 2016; Privileged as a Neonatal Nurse Practitioner.

Poston, Joanna L., R.N., N.P., Family Nurse Practitioner in the Department of Surgery; Period of Privileging: January 12, 2014 through January 11, 2016; Privileged as a Family Nurse Practitioner.


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Mr. Craig thanked the patient care providers for their service to his family members. He said there were very positive data points. Dr. Long said the work is all about the patient.

On motion, the meeting was adjourned at 6:10 p.m.