MEMORANDUM

TO: The Medical Center Operating Board:

E. Darracott Vaughan, Jr., M.D., Chair
H. Christopher Alexander, III, M.D.
William G. Crutchfield, Jr.
Eugene V. Fife
John I. Gallin, M.D.
William H. Goodwin, Jr.
Lewis F. Payne
Gordon F. Rainey, Jr.
Katherine L. Smallwood, M.D.

Ex Officio Advisory Members:

George A. Beller, M.D.
Arthur Garson, Jr., M.D.
R. Edward Howell
Leonard W. Sandridge

and

The Remaining Members of the Board of Visitors:

Thomas J. Bliley, Jr. John R. M. Rodney
Susan Y. Dorsey Terence P. Ross
Thomas F. Farrell, II Thomas A. Saunders, III
Charles L. Glazer Warren M. Thompson
Mark J. Kington Georgia M. Willis
Don R. Pippin John O. Wynne

FROM: Alexander G. Gilliam, Jr.

SUBJECT: Minutes of the Meeting of the Medical Center
Operating Board Held on February 19, 2004

The Medical Center Operating Board of the Board of Visitors
of the University of Virginia met, in Open Session, at 12:35
p.m., Thursday, February 19, 2004, in Dining Conference Rooms 1,
2, and 3 at the Medical Center; E. Darracott Vaughan, Jr., M.D.,
Chair presided. H. Christopher Alexander, III, M.D., William
G. Crutchfield, Jr., Lewis F. Payne, Katherine L. Smallwood, M.D., and Gordon F. Rainey, Jr., Rector, were present.

Thomas A. Saunders, III also was present.


The Chair’s flight from New York was delayed by bad weather so Mr. Crutchfield opened the meeting; the Chair arrived shortly after the meeting began.

Mr. Crutchfield asked Mr. Howell, Vice President and Chief Executive Officer of the Medical Center, to present the Agenda. Departing somewhat from the printed order of the Agenda, Mr. Howell asked Dr. Garson, Vice President and Dean of the School of Medicine, for remarks.

Dr. Garson made a brief report on two searches under way in the medical faculty: a new Chair of Radiology—a search which is close to completion—and a replacement for Dr. Beller as Chair of Cardiology.

Mr. Howell then called on Dr. Beller, as President of the Clinical Staff, for a report. Dr. Beller said his term as President ends in the spring and that Dr. John Hanks, President-elect, will succeed him. Elections for a new President-elect will take place in March.

After approving the following motion, the Board went into Executive Session at 12:45 p.m., to hear Dr. Beller’s recommendations for staff credentialing:

That the Medical Center Operating Board go into Executive Session to consider proposed personnel actions regarding the appointment and credentialing of specific medical staff and health care professionals, as provided for in Section 2.2-3711 (A)(1) of the Code of Virginia.

The Board resumed its meeting in Open Session at 12:50 p.m. and adopted the following resolution certifying that its Executive Session discussions had been conducted in accordance with the provisions of 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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On motion, the Board adopted a resolution approving the credentialing actions proposed by Dr. Beller on behalf of the Clinical Staff. This resolution does not require action by the full Board of Visitors, but will be reported at the April Board of Visitors meeting as a matter of record.

RESOLVED that the Credentialing and Recredentialing Actions, shown as an Attachment to these Minutes, and as recommended by the Medical Center Operating Board, are approved.

Mr. Howell then introduced Dr. Edward R. Laws, Professor of Neurosurgery and Medicine, who gave a fascinating presentation on the surgical management of pituitary tumors. Dr. Laws pointed out that the Health System’s Pituitary Center evaluates and treats more patients with pituitary disorders and does more pituitary surgery than any place in the world.

Next, Mr. Howell introduced Ms. Jeanette Lancaster, Sadie Heath Cabaniss Professor of Nursing and Dean of the School of Nursing. In introducing her, Mr. Howell reminded the Board of its discussions about the current shortage of nurses, discussions which took place at the December meeting of the Board. He invited Dean Lancaster to talk about the School of Nursing’s plans to address this situation.

Ms. Lancaster told the Board what the Nursing School is doing and plans to do; among these:

Virginia has a ratio of nurses to population of 772 to 100,000, as compared to 856 in Maryland and 858 in North Carolina. Last year, 11,000 qualified applicants were turned away from nursing schools in this country because of insufficient faculty and clinical sites and not enough space in nursing school facilities. Here at the University, the one large classroom – nursing courses are not divided into sections because of lack of faculty – has been enlarged to hold 119 students.

New clinical relationships have been negotiated with the Augusta Medical Center, the Martha Jefferson Hospital and the Western State Hospital; these are in addition to the clinical training given nursing students at the Medical Center.
The entering class of students in the School’s undergraduate program for college graduates will be increased by 50% by the next academic year.

With help from the Medical Center - because this helps staff the hospital - the number of students in the master’s program has been increased by 28% this year.

The shortage of nursing faculty is even more serious than the shortage of practicing nurses, so the School has taken steps to increase enrollments in the programs R.N. to B.S.N., M.S.N. and PhD.

Dean Lancaster said the School’s applicant pool is large, but about five of every six applicants are not admitted; the main reasons for this are limitations of space and faculty. She pointed out that because of budgetary constraints, there is an unbalanced ratio of full-time faculty to part-time faculty, with 46 in the former category and 33 part-time. The total size of the faculty is inadequate - if there is to be growth in the undergraduate programs, the necessary faculty/student ratio is one faculty member per eight students in the clinical area.

Mr. Howell continued with his customary report to the Board.

There has been a growth in patient activity at the Medical Center, both among in-patients and out-patients, and in nearly every clinical specialty. The growth in one area - obstetrics - reverses a long-time trend. Staff have been added to support 25 additional in-patient beds. The current limitations at the Medical Center are space, not staff.

There has been an increase in the surgical caseload of 675 cases during the first six months of this fiscal year, which is nearly 9% above last year’s surgical caseload, which in turn was a record. Initiatives are being taken in response to this increasing surgical demand.

Mr. Howell then called on Mr. Fitzgerald to give the usual financial report.

There was an operating margin of 5.5% at the end of the first six months of Fiscal Year 2004, which is above the budgeted figure of 3.9%. Total operating revenue was above budget and last year; total operating expenses were slightly below budget but higher than last year. In-patient admissions are 7.6% above budget for the same period, and 9.3% above last year.
Indigent care charges of $27 million for the first six months of FY 2004 have been written off. Recoveries during this same period came to $5.8 million. Bad debt charges for this period totaled $9.2 million and have been written off; $5.8 million was recovered through suits, collection agencies, and Virginia refund set-off.

Mr. Fitzgerald pointed out that there has been an increase in the cost of supplies, particularly pharmaceuticals.

Mr. Howell continued with remarks on a variety of subjects at the Medical Center. The winter flu season, he said, presented a number of challenges, as it did across the country. The first cases were seen in early November and the numbers grew rapidly until they peaked during the third week in December. The biggest challenge, as in the rest of the country, was the lack of vaccine for high-risk patients.

The Department of Otolaryngology will move into its new quarters at the Fontaine Research Park in March, and the Hospital Expansion Project remains on schedule.

Ms. Margaret van Bree reported on the Pay for Performance Plan.

On motion, the Board went into Executive Session at 2:25 p.m.

That the Medical Center Operating Board go into Executive Session to evaluate proprietary business data of the Medical Center, with respect to strategic site and facilities planning to carry out marketing and business development initiatives; to consider potential real estate acquisition and funding in connection therewith; to consider competitive benchmarking and proprietary patient survey data; and, in consultation with legal counsel, to discuss Medical Center compliance with its regulatory, licensing and accreditation requirements, and to discuss the Medical Center’s joint venture agreement with HealthSouth, disclosure of which would adversely affect the competitive and bargaining position of the Medical Center. The relevant exemptions to the Virginia Freedom of Information Act authorizing the discussion and consultation described above are provided for in Sections 2.2-3711 (A) (1), (3), (6), (7), and (23) of the Code of Virginia.
The Board resumed in Open Session at 3:30 p.m. and adopted the following resolution certifying that it had conducted its Executive Session business in compliance with 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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Mr. Crutchfield commended Mr. Howell and Dr. Vaughan for the new and informative format of the meeting.

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On motion, the meeting was adjourned at 3:35 p.m.

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

**Bergren, Lynn M., D.O.**, Radiologist in the Department of Radiology; Instructor Staff Status; Period of Appointment: November 15, 2003, through June 30, 2004; Privileged in Radiology.

**Cherry, Kenneth J., M.D.**, Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: January 12, 2004, through November 30, 2004; Privileged in Surgery.

**Illig, Lisa C., M.D.**, Physician in the Department of Internal Medicine; Courtesy Staff Status; Period of Appointment: December 12, 2003, through December 11, 2004; Privileged in Internal Medicine.

**Khurana, Mukul, M.B.B.S.**, Physician in the Department of Internal Medicine; Attending Staff Status; Period of Appointment: November 12, 2003, through July 31, 2004; Privileged in Internal Medicine.

**Lindbergh, John R., M.D.**, Physician in the Department of Emergency Medicine; Visiting Staff Status; Period of Appointment: December 9, 2003, through December 8, 2004; Privileged in Emergency Medicine.

**Rubendall, David S., D.O.**, Physiatrist in the Department of Physical Medicine; Attending Staff Status; Period of Appointment: December 1, 2003, through November 30, 2004; Privileged in Physical Medicine.
2. **LOCUM TENENS APPOINTMENTS TO THE CLINICAL STAFF**

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the appointment as locum tenens 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:

Giuliano, Vincent J., M.D., Physician in the Department of Internal Medicine; Locum Tenens Staff Status; Period of Appointment: October 24, 2003, through October 27, 2003; Privileged in Internal Medicine.

Yohannes, Paulos, M.D., Surgeon in the Department of Surgery; Locum Tenens Staff Status; Period of Appointment: January 16, 2004, through March 31, 2004; Privileged in Surgery.

3. **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:

Caldwell, Stephen H., M.D., Physician in the Department of Internal Medicine; Attending Staff Status; Period of Reappointment: March 1, 2004, through February 28, 2006; Privileged in Internal Medicine.

Chen, Donna T., M.D., Psychiatrist in the Department of Psychiatric Medicine; Attending Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2006; Privileged in Psychiatric Medicine.

Clark, Pamela, M.D., Pathologist in the Department of Pathology; Visiting Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2006; Privileged in Pathology.

Dalton, Claudette E., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: May 1, 2004, through November 24, 2004; Privileged in Anesthesiology.

Davis, Walter S., M.D., Physiatrist in the Department of Physical Medicine; Attending Staff Status; Period of Reappointment: May 1, 2004, through April 30, 2005; Privileged in Physical Medicine.
Elward, Kurtis, M.D., Physician in the Department of Family Medicine; Visiting Staff Status; Period of Reappointment: March 1, 2004, through February 28, 2005; Privileged in Family Medicine.

Fagerli, Julian C., M.D., Urologist in the Department of Urology; Visiting Staff Status; Period of Reappointment: March 8, 2004, through March 7, 2006; Privileged in Urology.

Foster, William A., M.B.B.S., Physician in the Department of Internal Medicine; Attending Staff Status; Period of Reappointment: January 20, 2004, through January 19, 2006; Privileged in Internal Medicine.

Fulmer, Brant R., M.D., Urologist in the Department of Urology; Attending Staff Status; Period of Reappointment: May 5, 2004, through May 4, 2006; Privileged in Urology.

Gerber, Boris K., M.D., Physician in the Department of Internal Medicine; Consulting Staff Status; Period of Reappointment: May 8, 2004, through May 7, 2006; Privileged in Internal Medicine.

Heald, Evan B., M.D., Physician in the Department of Internal Medicine; Attending Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2006; Privileged in Internal Medicine.

Hoehlein, Robb E., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2005; Privileged in Radiology.

Hwang, Dorothy W., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: March 24, 2004, through March 23, 2006; Privileged in Anesthesiology.

Jones, Herbert C., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Visiting Staff Status; Period of Reappointment: April 1, 2004, through December 31, 2004; Privileged in Gynecology (no surgical procedures).

Kelly, Heather C., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2005; Privileged in Anesthesiology.
Kornetsky, Kenneth M., M.D., Physician in the Department of Internal Medicine; Attending Staff Status; Period of Reappointment: May 2, 2004, through December 31, 2004; Privileged in Internal Medicine.

Marvin, Robert S., Ph.D., Psychologist in the Department of Psychiatric Medicine; Attending Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2005; Privileged in Psychiatric Medicine.

Mayo, Mary Anne S., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: May 1, 2004, through April 30, 2005; Privileged in Pediatrics.

Mitchell, Thomas S., M.D., Urologist in the Department of Urology; Visiting Staff Status; Period of Reappointment: April 6, 2004, through April 5, 2006; Privileged in Urology.

Morgan, Raymond F., M.D., Plastic and Maxillofacial Surgeon in the Department of Plastic Surgery; Attending Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2006; Privileged in Plastic Surgery.

Phillips, Frank H., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: May 2, 2004, through May 1, 2005; Privileged in Anesthesiology.

Schult, Alexander A., M.D., Physician in the Department of Internal Medicine; Consulting Staff Status; Period of Reappointment: May 8, 2004, through May 7, 2006; Privileged in Internal Medicine.

Tompkins, Dorothy G., M.D., Pediatrician in the Department of Psychiatric Medicine; Visiting Staff Status; Period of Reappointment: May 1, 2004, through April 30, 2005; Privileged in Pediatrics.

Westfield, Wendy K., M.D., Physician in Regional Primary Care; Attending Staff Status; Period of Reappointment: May 12, 2004, through May 11, 2005; Privileged in Internal Medicine.

Young, James D., M.D., Urologist in the Department of Urology; Visiting Staff Status; Period of Reappointment: March 1, 2004, through February 28, 2006; Privileged in Urology.
4. **SECONDARY REAPPOINTMENTS TO THE CLINICAL STAFF**

RESOLVED that the recommendation of the Clinical Staff Executive Committee for secondary reappointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioner is approved:

Baum, Victor C., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: April 1, 2004, through March 31, 2006; Privileged in Pediatrics.

5. **STATUS CHANGES TO CLINICAL STAFF**

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

Altes, Talissa A., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Date of Reappointment Changed to January 20, 2004 through October 31, 2004; Privileged in Radiology.

6. **RESIGNATIONS FROM THE CLINICAL STAFF**

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of clinical privileges to the following practitioners are approved:

Ardesia, John A. D.O., Physician in Regional Primary Care; Attending Staff Status; Effective date of Resignation: January 9, 2004.

DiBenedetto, Margarete, M.D., Physiatrist in the Department of Physical Medicine; Attending Staff Status; Effective date of Resignation: December 31, 2003.

Mason, J. Holland, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective date of Resignation: December 17, 2003.

Mason, John C., M.D., Otolaryngologist in the Department of Otolaryngology; Attending Staff Status; Effective date of Resignation: December 31, 2003.
Miller, Charles W., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Effective date of Resignation: December 31, 2003.

Mulligan, Kimberly A., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective date of Resignation: July 26, 2003.

Prendergast, Kathleen A., M.D., Physician in the Department of Internal Medicine; Instructor Staff Status; Effective date of Resignation: November 21, 2003.

Somlyo, Andrew P., M.D., Physician in the Department of Internal Medicine; Attending Staff Status; Effective date of Resignation: January 14, 2004.

Whelan, Joseph G., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Effective date of Resignation: January 4, 2004.

Yoshida, Cynthia M., M.D., Physician in the Department of Internal Medicine; Attending Staff Status; Effective date of Resignation: December 31, 2003.

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:


Hill, Kyra B., M.S., Speech Pathologist at KCRC; Period of Privileging: October 1, 2003, through September 30, 2004; Privileged as Speech Pathologist.

Hughes, Tracy M., R.N., N.P., Acute Care Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: November 10, 2003, through November 9, 2004; Privileged as an Acute Care Nurse Practitioner.

McLain, Cheri A., M.A., Speech Pathologist at KCRC; Period of Privileging: October 8, 2003, through October 7, 2004; Privileged as a Speech Pathologist.

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:

Ballew, Carole C., R.N., N.P., Acute Care Nurse Practitioner in Cardiology Clinic; Period of Privileging: April 4, 2004, through April 3, 2006; Privileged as an Acute Care Nurse Practitioner.

Barclay, Meg, R.N., N.P., Acute Care Nurse Practitioner on 5 Central/5 West; Period of Privileging: March 19, 2004, through March 18, 2006; Privileged as an Acute Care Nurse Practitioner.

Cochran, Patricia M., C.R.N.A., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Nurse Anesthetist.

Cuccia, Gary, C.R.N.A., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Nurse Anesthetist.

Eastham, Linda, R.N., N.P., Family Nurse Practitioner in the School of Nursing; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Family Nurse Practitioner.

Ekberg-Shelley, Jan E., C.R.N.A., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Nurse Anesthetist.

Evans, Amy H., R.N., C.N.M., Certified Nurse Midwife in the Obstetrics and Gynecology Clinic; Period of Privileging: March 26, 2004, through March 25, 2006; Privileged as a Certified Nurse Midwife.

Forch, Edwina T., R.N., N.P., Geriatric Nurse Practitioner in Senior Services; Period of Privileging: May 1, 2004, through April 30, 2006; Privileged as a Geriatric Nurse Practitioner.

Korol, Barbara, C.R.N.A., Certified Registered Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Registered Nurse Anesthetist.

Lawton, Beth L., R.N., N.P., Pediatric Nurse Practitioner in KCRC – Outpatient; Period of Privileging: May 1, 2004, through April 30, 2006; Privileged as a Pediatric Nurse Practitioner.

Miller, Kathy F., C.R.N.A., Certified Registered Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Registered Nurse Anesthetist.

Porterfield, Patricia B., L.C.S.W., Licensed Clinical Social Worker in the Department of Psychiatric Medicine; Period of Privileging: April 1, 2004, through March 31, 2006; Privileged as a Licensed Clinical Social Worker.

Register, Angela L., R.N., N.P., Family Nurse Practitioner in Fontaine Orthopedic Clinic; Period of Privileging: April 4, 2004, through April 3, 2006; Privileged as a Family Nurse Practitioner.

Robinson, Linda N., C.R.N.A., Certified Registered Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Registered Nurse Anesthetist.

Schuyler, Deborah, C.R.N.A., Certified Registered Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Registered Nurse Anesthetist.

Syverud, Geraldine A., C.R.N.A., Certified Registered Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Registered Nurse Anesthetist.

Thompson, Cynthia A., C.R.N.A., Certified Registered Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2004, through February 28, 2006; Privileged as a Certified Registered Nurse Anesthetist.

Trapp, Jamie E., R.N., N.P., Family Nurse Practitioner in Pre-Anesthesia Evaluation and Testing Center; Period of Privileging: March 26, 2004, through March 25, 2006; Privileged as a Family Nurse Practitioner.

Woodson, Sue A., R.N., C.N.M., Certified Nurse Midwife at Northridge Midlife Center; Period of Privileging: May 1, 2004, through April 30, 2006; Privileged as a Certified Nurse Midwife.

9. STATUS CHANGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status changes in privileges of the following Allied Health Professionals are approved:

Blincoe, Christine S., M.Ed., Audiologist in the Department of Otolaryngology; Date of Privileges Changed from January 1, 2004 through December 31, 2004; Privileged as an Audiologist.

Dort, Kathryn R., R.N., N.P., Family Nurse Practitioner in Infectious Diseases Clinic; Date of Privileges Changed from January 31, 2004 through January 30, 2006; Privileged as a Family Nurse Practitioner.
10. 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 Professional is approved:

Lavin, Kimberly A., R.N., N.P., Acute Care Nurse Practitioner in the Cardiac Cath Lab; Effective Date of Resignation: October 12, 2003.