



University of Connecticut  
Health Center

# Health Affairs Committee

July 25, 2000  
Minutes

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Attendees: See attached list.

Ms. Leonardi called the meeting to order at 8:25 a.m.

## I. Public Comment

- None

## II. Introductory Business Items

- A. Approval of Minutes – May 31, 2000 and June 6, 2000
  - The minutes of May 31, 2000 were approved unanimously with the following change: James Abromaitis should not have the title “Dr.”
  - The minutes of June 6, 2000 were approved unanimously.
- B. Recognition(s)
  - None.

## III. Consents

- A. Institutional
  - Contracts > \$500,000 – None.
- B. Specific to the UCHS including JCC approved action items and UCHC Finance Corporation
  - Ten Talcott Notch - The HAC unanimously approved the following recommendation to the Board of Trustees: **That the Board of Trustees approve a five-year lease renewal with S.S. and H. Associates for 23,081 square feet at 10 Talcott Notch, Farmington, for the purpose of providing outpatient clinical and academic offices for the Departments of Orthopaedics and Psychiatry.**
  - Hartford Hospital – Radiation Oncology Program - The HAC unanimously approved the following recommendation to the Board of Trustees: **That the Board of Trustees authorize the University of Connecticut Health Center Finance Corporation, on behalf of the John Dempsey Hospital, to contract with Hartford Hospital for services in support of John Dempsey Hospital’s Radiation Oncology Program for the period September 1, 1999 through September 30, 2004, and further authorize the transfer of up to \$5,000,000 to the University of Connecticut Health Center Finance Corporation to fund said contract.**
  - Appointment of Auditors: The resolution was withdrawn and will be resubmitted at the August 1, 2000 HAC meeting.

C. Specific to Schools

- SOM – Tenure, Promotion and Reappointment - The HAC unanimously approved the following recommendation to the Board of Trustees: ***“That the Board of Trustees approves the School of Medicine recommendations for tenure, promotion, and reappointment.”***

IV. Information Items - (unless noted below, not discussed but described in the written materials distributed to the HAC)

A. Regularly Recurring Items

- Contracts > \$5000
- Contracts \$3,000 - \$5000
- Personnel actions

B. Policy Changes

- None.

C. Other Items

- Tentative Health Affairs 2000-2001 Schedule – add “Budget Workshop” to the June 5, 2001 meeting. The BOT hasn’t finalized its schedule yet and it is likely both the BOT and HAC June budget meetings will be pushed farther back into the month
- Discovery Series Year End Report
- 97-98 Audited Annual Financial Report – The 98-99 report is also available. Ms. Leonardi requested that when the annual audited reports for JDH and UMG are completed, they should be presented at HAC with the auditors present so that they can answer direct questions from HAC members.

V. Education

- Medicaid Populations in the Dental Practice (J. Crall) – Postponed due to family emergency.

VI. Main Business Items

A. Chair’s Remarks and Reports (C. Leonardi)

B. Deans’ Remarks and Reports

1. School of Medicine (P. Deckers)

- Class of 2004 Demographic Summary – While the quality of the incoming class remains high, a higher rate of students declined admission. This appears, in part, to be a result of the negative publicity concerning the Health Center during the last year. The proportion of under-represented minorities is 16% and females outnumber males;

While the HAC praised the efforts to date, especially the SOM’s philosophy to increase the size of the pool of capable applicants (in reference to the efforts described by Dr. Hurley earlier this year), Dr. Deckers believes there is still room for improvement in making the UCHC environment more support of URM students.

- Research – Extramural funding for research increased \$9.4 million in FY00; total awards increased \$8.1 million. Education awards decreased, and the reason for this will be investigated. Frank Gifford has been charged with developing a plan for fund raising to increase gifts and donations.. This plan will be presented at a future meeting.
- Compliance –Academic Health Centers appear to have been targeted for review in several compliance areas related to research and reimbursement for clinical services. An integrated compliance program has been established under the direction of R. Kozol, I. Morriello; and B. Fraher. A suggestion was made to consider how the compliance offices at Storrs and Farmington could help another. The compliance program will be presented at a future meeting.
- Integrated Strategic Plan – Two new committees will be charged to ensure progress in implementing the Plan:
  - Recruitment Committee – to coordinate the efficient hiring of essential faculty
  - Fiscal oversight Committee – to ensure funds earmarked for the Plan are efficiently used to support the plan's activities

Ms. Leonardi requested that a standard set of measures, including a timeline, be developed for reporting the progress of the Plan.

## 2. School of Dental Medicine (P. Robinson)

- New curriculum – will be rolled out this fall with the entering class, many faculty will be engaged in double teaching as the new curriculum is phased in
- Accreditation – the School is engaged in a difficult and time-consuming self-study in preparation for a site visit in October, 2001.
- Strategic Plan – the School is developing a strategic plan to be completed by mid-fall.
- Student clinic showed a 9% increase in visits and a 16% increase in billings. There has been a three year trend of increases in these measures.
- Signature programs – the SODM believes it has a good fit with the signature programs
- Surgeon General Report: This report will make many recommendations which have already been addressed by the SODM or will soon be able to be addressed. These include: 1) integration of oral and general health care – expanded role for dentists; 2) dental care - lack of access to inner cities and rural areas; dentists hard to attract due to low fees; need to be supplemented to exist. State panel to review through demonstration project in two locations – one is SODM.
- Class of 2004 Demographic Summary – While the quality of the incoming class remains high, the acceptance rate by Connecticut applicants was significantly lower than in previous year. This is viewed as being a result of the negative publicity the Health Center received during the last year. The proportion of under represented minorities was 7.5% which compares positively to the URM percentage for Schools of Dental Medicine nationally. One third the class are women which is at the national average.
- A suggestion was made to use the new signature programs in marketing efforts to demonstrate to applicants that not only are the Schools viable, but they are at the cutting edge and a stimulating environment to matriculate in.

### C. Clinical Operations Report (S. Strongwater)

- Signature Programs – These have already generated excitement and interest. They should not represent a major threat to our competitors in that we only propose a modest increase in market share.
- Lewin Group meetings are underway. Their report to OHCA is due around January
- Agreement with Middlesex in Neonatology – this program has started
- UConnCares Council – has convened 5 subgroups including customer service and employee morale. On the short run there has been a great deal of employee stress due to the recently high census. On a longer term, there is a perception that staff have begun to be re-energized and that morale is improving, that we have a future, but that we are not out of the woods yet. Morale may be measured by a survey. Ms. Leonardi stressed that such a survey needs to be sophisticated and statistically valid.
- Outreach Council – has begun meetings with outside physicians
- Full time geriatric hospitalist has been hired
- CHA will lead an effort to increase the State's rate of reimbursement for Medicaid patients. We have the 2<sup>nd</sup> lowest rate in the nation. Since federal funds match State rate's this is an important area to seek relief.
- Accreditation of JDH – Preparations are well underway for the site visit next winter
- Accomplishments of UCHS are listed on page 117 of HAC materials
- Supplemental funding of the Corrections Managed Care contract – A \$2.8 million increase was realized to match increased expenses with this contract.

A general discussion took place concerning the question on whether there are too many or too few inpatient beds in Connecticut. This is also a question being addressed by both OHCA via the Lewin Group and by the newly convened Legislative Blue Ribbon Commission on Hospital, both will issue reports next winter.

### D. CFO's Remarks and Reports (L. Aronson and D. Upton)

1. Updates
  - FY 01 ended on its projected target and with the special appropriation represented a break-even year. (unaudited and subject to close outs)
  - FY 02-03 budget requests:
    - approved by the BOT and will be submitted to OPM and DHE in August.
    - \$3.1 million assumed to roll out to fund the 5<sup>th</sup> year of the original research strategic plan
    - ~\$6 million requested new funding as one time allocations in FY 02 and FY 03
    - \$5.5 million in revenue enhancements and cost reductions in both years need to be identified and implemented
  - Financial reporting: internal changes in personnel and information systems planned; will investigate if there is any merit in sharing resources with Storrs ITD

2. Monthly Financial Report
  - After restructuring surplus continued its positive trend and reached \$299,000 for the month.
  - Patient volumes continue to rise.

#### E. Other Business – UCHC Review Committee Quarterly Report

- Discussion took place concerning the “Monthly Financial Report & Statistical Graphs for the Period Ending June 30, 2000”, the “Quarterly Financial Report for the Period ending June 30, 2000”, the “Quarterly Financial Report Additional Information For the Period Ending June 30, 2000”, and the “Opportunities Register Status Report June 30, 2000.”
- Questions:
  - If patient volume is increased, why aren't profits higher?
  - Why are only expenses only down 2%
- Requests:
  - Provide details on the restructuring costs for FY 00
  - Request for a balance sheet for the whole operation
  - Provide projected amounts, not just historical ones
- In addition to the documents just reviewed, the following will be submitted to the UCHC Review Committee:
  - Integrated Strategic Plan
  - FY 01 Approved Budget
- HAC members were requested to submit modifications to the Quarterly Report directly to Mr. Upton (financial issues) or Ms. Whetstone (opportunities register)

### VII. Executive Session

The Health Affairs Committee voted to enter into Executive Session at 10:15 am. to discuss matters that would result in the disclosure of public records described in Sec. 1-210 (b) of the Connecticut General Statutes. The Chairman noted that on the advice of counsel only staff members whose presence was necessary to provide their opinion would be permitted to attend Executive Session.

Present were: Mr. Gelfenbien, Ms. Leonardi, Dr. Jacobs, Ms. Aronson, Mr. Upton, Dr. Deckers and Dr. Wetstone

HAC left Executive Session at 10:30 am.

There being no further business, the meeting was adjourned at 10:30 am.

Respectfully submitted,

Peter J. Deckers, M.D.

## Attendees

James Abromaitis, Lori Aronson, Howard Bailit, Richard Berlin, Jack Blechner, Thomas Callahan, Bruce Carlson, Thomas Cawley, Jane Comerford, Peter Deckers, Richard Garibaldi, Roger Gelfeinbien, Frank Gifford, Edward Grab, Lenworth Jacobs, Claire Leonardi, Joel Levine, Michael Martinez, David McCluskey, Maureen McGuire, Jean Morningstar, John Noonan, Gloria Opirhory, Peter Robinson, Ronald Schurin, Richard Simon, Steven Strongwater, Rachel Tressy, Deborah Turling, Daniel Upton, Scott Wetstone and Susan Whetstone.

## Documents Distributed During the Meeting

- a) Quarterly Final Report – June 30, 2000 – replacement
- b) Quarterly Final Report – July 25, 2000 – Additional Information