



University of Connecticut
Health Center

Health Affairs Committee

September 20, 2001
Minutes

Ms. Leonardi called the meeting to order at 8:20 a.m.

I. Public Comment –

- Dr. Nancy Adams, chair of the School of Medicine Council – Dr. Adams spoke regarding a resolution from council (provided in a handout) for the new Board of Directors to have one or more faculty as voting members.

II. Introductory Business Items

- A. Approval of Minutes
- B. Recognition(s) – None.

III. Consents

- A. Institutional
 - Contracts > \$500,000 – None.
- B. Specific to the Clinical Programs and UCHC Finance Corporation
 - The HAC unanimously approved the following recommendation to the Board of Trustees –
That the Board of Trustees authorize the University of Connecticut Health Center to enter into a five-year lease out of space to Wheeler Clinic on behalf of the School of Medicine's Department of Psychiatry.
 - UConn – Corrections Managed Care Pharmacy Program
 - Pharmacy Robotics Program –
 - There have been delays in the implementation of the automated pharmacy system and its implementation to serve the correctional managed health care program. At this time 5 sites are operational and the remaining 21 sites are expected to be on-line by December. The increased costs due to these delays will be borne by DOC.
 - The goals of this program were reiterated (handout). DOC is paying for the entire robotics system and for half of the pharmacy software which is also serving JDH. The automated functionality is primarily of benefit to the large prison population with chronic medication needs as opposed to an acute care hospital with short lengths of stay.
 - The HAC unanimously approved the following recommendation to the Board of Trustees –
That the Board of Trustees authorize the transfer of funds to the University of Connecticut Health Center Finance Corporation to perform functions for the University of Connecticut Health Center Pharmacy for the Correctional Managed Health Care Program for the period of October 1, 2001 to September 30, 2002.

- The HAC unanimously approved the following recommendation to the Board of Trustees – **That the Board of Trustees authorize the transfer of funds to the University of Connecticut Health Center Finance Corporation to perform functions for the University of Connecticut Health Center Correctional Managed Health Care Program for the period of July 1, 2000 to June 30, 2001.**

C. Specific to Schools

- The HAC unanimously approved the following recommendation to the Board of Trustees – **That the Board of Trustees approve the Annual Reports for the following Endowed Chairs: Infectious Diseases/AIDS Research, Transfusion Medicine and Human Genetics.**
- The following resolution was added to the agenda and the HAC unanimously approved the following recommendation to the Board of Trustees - **That the Board of Trustees approved the Personnel List of Emeritus Appointments.**

IV. Informational Items

A. Other Items

- Tentative HAC Schedule – It was noted that there were only 3 JCC meeting dates. JCAHO requires 4 and this will be corrected.

V. Education – None.

VI. Main Business Items

A. Chair's Remarks and Reports

- It was noted that the Health Affairs Committee would be undergoing reorganization which includes renaming to the Board of Directors and a change in its membership.

B. Executive Vice President and Deans' Remarks and Reports

▪ School of Medicine

- Commencement date – May 20, 2002, exact time still to be decided
 - Dr. Judha Folkman will deliver the Commencement Address and receive an Honorary Degree
- 2005 Class Profile (handout)
 - 76 new students; evenly split with 38 men, 38 women
 - 82% Connecticut residents, 14.5% under represented minority ., Dr. Jacobs noted that this figure was 0% 4-5 years ago and considered the current figure as a major accomplishment. Average academic characteristics are consistent with recent classes (GPA 3.5 – 3.6, MCATs greater than 30.
- Research Awards showed an increase of \$750,000 over the same period a year ago

- University of Connecticut Health Center
 - Separation Policy for Unclassified Board of Trustees Exempt Managers and Confidential Employees – S. Whetstone
 - We are currently operating under an approved policy that expired on June 30, 1996. The State auditors have noted this situation. The new policy is clear and the benefits are comparable to other CT public higher education units
 - The Committee tabled this resolution pending being provided additional information on what other institutions such as hospital and in the private sector are providing as a benefit.
 - Development Report: UCHC – D. Serino
 - For FY-01
 - Giving increased 100% from FY-00 to FY-01 (\$4.99 million up to \$9.96 million)
 - Private philanthropic grants for FY01 totaled \$6.5M versus \$2.2M in FY-00
 - The Health Centers' Campaign-UConn goal has been increased to \$40M. Gifts and commitments already total \$24.3 million.
 - Preview FY-02
 - \$7M goal in new gifts and \$10M in new campaign commitments
 - Endowed chairs in: psychiatry, Neuroscience, Orthodontics and Academics
 - It is unclear how the weakened economy will impact on development activities
 - Establishment of Faculty Advisory Board – members have been recruited and first meeting is October 2
 - Establishment of an External Advisory Council – individuals currently being identified
 - The Committee raised the question whether there was a sufficient development infrastructure in place to support major increases in philanthropy. Mr. Gelfenbien believes the goals are too conservative for FY 02 and requested this topic be revisited by HAC in 6-12 months.
 - Proposed development of Musculoskeletal Institute/Ambulatory Surgery Center
 - Management is exploring a public-private partnership for the development of a multipurpose ambulatory surgery center. The center would enable the development of an integrated musculo-skeletal institution of regional or national notoriety. The ambulatory surgery center will require the submission of a Certificate of Need to the Office of Health Care Access. More information will be provided to HAC as this develops.
 - Postdoctoral Research Fellows – Draft Policy Statement
 - The AAMC, NIH and other organizations have suggested medical schools develop new policies to provide mentoring, career development and competitive salaries. Such policy changes are being considered by the Councils of the schools and will be presented to the HAC for information later this year.
 - Endowed Chairs
 - The policies concerning the creation of chair and for appointing chair holders was originally created in 1989 . The BoT will be asked to approve revisions to this policy at its next meeting that are more appropriate for the year 2001.
 - Recruitment Updates
 - Vascular Biologist/Cardiologist – Dr. Bruce Liang to hold the Neag Distinguished Chair in Vascular Biology – to start January 1, 2002

- General and cosmetic dentist and teacher to start January 1, 2002
 - Peripheral Vascular Surgeon – potential start on July 1, 2002
 - GYN Oncologist – potential start on July 1, 2002
 - Potential Orthopedic candidate to head Musculoskeletal Institute and Signature Program
 - Dr. Bipin Jagjivan with head Radiology starting October 1, 2001
 - School of Dental Medicine
 - Accreditation visit – scheduled for October 23-25, 2001
 - Class Profiles
 - 2005 - 32 students, in the top 5 dental school classes on the dental aptitude tests; 10% underrepresented minorities, 32% women.
 - 2003 – excelled in Part 1 tests – 91.6 – best since 1973.
 - 2001 – “trifecta class” #1 on national boards, clinical boards and the match.
 - Faculty Compensation Plan – Tom Taylor
 - Faculty approval – 7/31/01
 - Based on School of Medicine’s Compensation Plan; uses the criteria of the Senior Appointments and Promotions Committee to assess performance.
 - Includes a faculty compensation committee: 3 department heads, 3 faculty at large, the head of dental council and 2 administrators.
 - Faculty Teaching Evaluation Plan – M McNeil
 - Development of Teaching Portfolio for each faculty member upon which evaluation will be based
 - Each portfolio will include 5 assessments/evidence:
 1. Student Evaluation of Courses
 2. Student Evaluation of Clinical Teaching
 3. Peer Evaluation of Teaching and Contributions to Curriculum
 4. Evidence of Scholarship in Education
 5. Evidence of Other Significant Contributions to Education
 - Interpretation of data by department head
 - Maintenance of records
 - Data collection by office of Academic Affairs
 - Individual faculty member responsible for compilation of #4 and 5
- C. Clinical Operations Report (S. Strongwater)
- 8.5% increase in admissions from FY-00-FY-01. It is believed these volume changes are due to: Phase I of the strategic plan (faculty stabilization and recruitments, growth of the emergency department which serves as a gateway into JDH, the added physicians in UConn Health Partners, and the fact that certain market restrictions applied by payors are loosening up.
 - UConn Health Partners has contributed to needed OB-GYN services
 - UMG governance: In response to recommendations by Larsen Allen Weisharis & Co, a task force reviewed the current governance structure and recommended a smaller, more focused and empowered Clinical Oversight Group (handout). This is now being implemented and is expected to both enhance and speed up decision making..
 - Dr. Fuller, a paramedic in the Emergency Department, recounted his experience responding to the New York City rescue/recovery.

D. CFO's Remarks and Reports (D. Upton)

- Report for period ending June 30, 2001
 - There was a \$313,341 excess of revenues over expenses for the year (a positive variance of \$145,426 to budget) This represented a \$12
 - While patient volumes have increased (8.5% for JDH and 5% for UMG), patient receivables were 17% less than last year due to declining reimbursement rates.
 - JDH had a positive excess of revenues over expenses for the last 4 months of the year.
- Report for period ending July 31, 2001
 - There was a \$83,216 favorable variance against budget.
 - Patient volumes were ahead of budget
 - Revenues were below expectations and may be a reflection of 1 sick physician and three physicians who left UCHC. The revenues for these physicians far exceeded their expenses resulting in a negative total impact on budget.
- Report for period ending August 31, 2001 (handed out)
 - There was a \$79,782 YTD unfavorable variance against budget.
 - The State fringe benefit rate was higher than anticipated and there was a one time retroactive settlement with the NP2 union .
 - Mr. Gelfenbien requested that corrections be made so the budget wouldn't be out of balance so early in the year.
 - Revenues from research also appeared low and this could be a reflection of the timing of when grants are awarded.

E. Other Business

- Opportunity Register- S. Whetstone
 - Final report for FY 01
 - The targeted savings was for \$5.2 million but, the estimated actual savings is \$5.7. These fell into three categories
 1. Revenue enhancements
 2. Labor expense reductions
 3. Non labor expense reductions
 - Operational Improvements
 - Governance, fiscal accountability and management oversight
 - 63 corrective action plans were developed in response to PwC audit
 - Position Control System fully implemented
 - Automated Time and Attendance – RFP and vendor review and selection process completed 6/30/01
 - Facilities Master Plan- RFP and vendor review completed. Contract to be awarded in October
 - IT Master Plan – contract has been awarded and is underway
 - Academic Compensation Plan – metrics have been established and fully implemented
- Opportunity Register for FY 02 is targeted to save \$5.5 million and an 03 register is under construction

- PricewaterhouseCoopers Performance Audit
 - PwC's final report will be issued in the next several weeks cover the period through June 30, 2001. Initial indications indicate UCHC's management's actions and implementation have been reasonable.
 - Of 63 activities 32 have been completed (47.76%); 12 others on target (17.91%) and 23 have revised targets (34.33%).
 - Revisions reflect a) overly ambitious projections initially b) projects deferred in favor of higher priority recommendations

Executive Session was entered into at 10:35 a.m.

Executive Session concluded at noon

There being no further business, the meeting was adjourned at noon.

Respectfully submitted,

Peter J. Deckers, M.D.

Attendees

J. Abromaitis, N. Adams, P. Austin, N. Brady, A. Borda, B. Carlson, T. Cawley, J. Comerford, P. Deckers, F. Dew, R. Fuller, R. Gelfenbien, E. Grab, L. Jacobs, W. Kleinman, J. Lattanzio, C. Leonardi, M. MacNeil, P. Mahoney, J. Mazzone, P. McManus, J. Morningstar, L. Paplauskas, K. Parker, D. Parris-Smith, P. Robinson, S. Strongwater, T. Taylor, H. Tennen, D. Turling, D. Upton, J. Walter, S. Wetstone, S. Whetstone and N. Williams

Documents Distributed During the Meeting

- Public Comment Resolution
- Class Profile 2001 Entering Class
- Personnel List – Emeritus Appointments
- CHA Update
- UCHC Financial Report For Period Ending August 31, 2001 and Graphs
- Separation Policy for Unclassified BOT Exempt Managers and Confidential Employees
- University of Connecticut Health Center Pharmacy Correctional Managed Health Care Project Overview