



University of Connecticut
Health Center

Health Affairs Committee

April 2, 2002
Minutes

Ms. Leonardi called the meeting to order at 8:23 a.m.

- I. Public Comment – None

- II. Introductory Business Items
 - A. Approval of Minutes – None.
 - B. Recognition(s) – None.

- III. Consents
 - A. Institutional
 - Contracts > \$500,000
 - The HAC unanimously approved the following recommendation to the Board of Trustees - ***“HC 1 – Capitol Area Health Consortium – That the Board of Trustees approve the contract where the Contractor agrees to reimburse the Health Center for personnel costs (stipend and fringe) incurred in providing payroll and benefits for UCHC medical resident trainees, as well as certain related program costs.”***
 - The HAC unanimously approved the following recommendation to the Board of Trustees - ***“HC 2 – New Britain General Hospital – That the Board of Trustees approve the contract where the Contractor agrees to reimburse the Health Center for providing a physician to perform duties as the Director of Surgical Education and Associate Surgical Director of the ICU.***
 - The HAC unanimously approved the following recommendation to the Board of Trustees - ***“HC 3– New Britain General Hospital – That the Board of Trustees approve the contract where the Contractor agrees to reimburse the Health Center for providing a physician to perform duties as the full time Surgical Director of the ICU and Trauma Service.***
 - The HAC unanimously approved the following recommendation to the Board of Trustees - ***“HC 4– New Britain General Hospital – That the Board of Trustees approve the contract where the Contractor agrees to reimburse the Health Center for providing a physician to perform duties as the Senior Vice President, Medical Affairs.***
 - The HAC unanimously approved the following recommendation to the Board of Trustees - ***“That the Board of Trustees approve the modification of the authorization of the University of Connecticut Health Center to enter into a 5-year lease out of 3,440 square feet with Wheeler Clinic of Plainville, on behalf of the***

School of Medicine's Department of Psychiatry. This is a modification to an resolution approval obtained earlier and calls for a shift from this site housing 6 – 11 year olds to 11 – 15 year olds. Both the Wheeler Clinic and UCHC Department of Psychiatry believe all systems are in place to manage this change.

- The HAC unanimously approved the following recommendation to the Board of Trustees - ***“That the Board of Trustees approve the authorization of a lease out agreement between the University of Connecticut Health Center and People’s Bank for Automated Teller Machine Services.*”**

B. Specific to the Clinical Programs and UCHC Finance Corporation

C. Specific to Schools

- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the creation of the Ray Neag Distinguished Chair in Vascular Biology.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the creation of the Janice and Rodney Reynolds Chair in Neurobiology.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the creation of the Albert and Wilda Van Dusen Chair in Academic Medicine.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the creation of the UConn Orthodontic Alumni/Ravi Nanda Chair in Orthodontics.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the appointment of Dr. Robert Bona to the Physicians Health Services Endowed Chair in Transfusion Medicine.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the appointment of Dr. Bruce Liang to the Ray Neag Distinguished Chair in Vascular Biology.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the appointment of Dr. Elizabeth A. Eipper to the Janice and Rodney Reynolds Chair in Neurobiology.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the appointment of Dr. Bruce Koeppen to the Albert and Wilda Van Dusen Chair in Academic Medicine.*”**
- The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the appointment of Dr. Ravindra Nanda to the UConn Orthodontic Alumni/Ravi Nanda Chair in Orthodontics.*”**

The HAC unanimously approved the following recommendation to the Board of Trustees – ***“That the Board of Trustees approve the School of Medicine recommendations for tenure, promotion, appointment, reappointment, sabbatics and emeritus appointments.”***

Informational Items

- A. Regularly Recurring Items
 - Contracts >\$100,000
 - Personnel Actions
- B. Policy Changes - None
- C. Other Items

V. Education – Clinical Marketing

Mr. Walter provided an overview of our current clinical marketing efforts and provided specific print and audio examples. These efforts included billboard, print ads, employee paycheck stuffers, radio (shifting to an expanded campaign use UConn professor Gina Barreca) and video commercial produced and aired by the Connecticut State Lottery featuring the School of Dental Medicine. An annual attitude and awareness survey is conducted to guide marketing strategy. Awareness of UConn clinical services, especially the emergency department is increasing in the Farmington River valley.

Discussion took place as to the challenges of determining the return on investment (impact) of each specific marketing strategy. The Committee expressed an interest to see trend data of the annual attitude and awareness survey and to have a copy of the marketing plan included in the budget package.

VI. Main Business Items

- A. Chair's Remarks and Reports
 - Essent Healthcare of Connecticut, Inc. Agreement
 - The Chair reported that a contract was recently approved between the UConn Health Center Finance Corporation and Essent, the first for-profit entity to run hospitals in the state. This is a generic 15-year agreement that allows for specific amendments for UCHC to provide tertiary services for women's health care. These amendments may help protect and enhance our maternal and infant services.
- B. Executive Vice President and Deans' Remarks and Reports
 - University of Connecticut Health Center-P. Deckers
 - Women's Health – Diane Bennett was hired to be the marketing arm for Women's Health through a membership program called *Celebrate Women*. She will replicate and expand upon the successful "Spirit of Women" program she developed at Bay State Hospital in Massachusetts.
 - Research awards are \$7.2M ahead of the same time last year.
 - Due to the failure to recruit a nationally known physician to the endowed a chair in clinical oncology, Fred Hollfelder decided redirect this endowment to support the women's health program with the naming of the Charlotte Johnson Hollfelder Center for Women's Health.
 - UCHC is exploring a possible partnership with Pfizer who is looking for a location to build a facility to conduct clinical trials and use our support and diagnostic services. The key issue in Pfizer choice of site will be the ability to recruit patients into trials. They appear to be interest in a site based in New England. Competing with Boston and New York City may be difficult.

- Development – Dom Serino has resigned but will continue working one day a week until graduation. Frank Gifford will be appointed as the Interim Vice President for Development. A search is currently underway. Dr. James Mulvihill has been engaged and is currently negotiating to spend 3 days/week through September and 2-3 days/week through the end of the Campaign. Committee members expressed a concern that an appropriate and significant level of UConn Foundation / Storrs Development resources be allocated to UCHC fund raising.
- Musculo-skeletal Institute & Ambulatory Surgicenter – The Office of Health Care Access has held two public hearings regarding out joint application to build an ambulatory surgicenter on our Farmington campus. While these appear to have gone well and there were no interveners who spoke against the proposal, it is unclear if and how (i.e. what contingencies will be set) the Certificate of Need will be approved.
- University Medical Group (UMG) in Pediatrics still runs in the red; practice is conducted a Connecticut Children’s Medical Center (CCMC) and we are currently examining whether to continue this practice or relocating it.
- School of Medicine (P. Deckers)
 - 2002 Match Results – 100% of the students matched; 24 (32%) in the State of Connecticut
 - Honorary Degree Recipients
 - Dr. Judah Folkman – renowned research/oncologist
 - Dr. Edmund Pellegrino – philosopher, bioethicist
 - The Building Names Committee (Storrs Campus) has recommended that the Board of Trustees approve the renaming of the Green Auditorium at UCHC to the Dr. John Patterson Auditorium in honor of the second Dean of the School of Medicine who was also the Health Center’s first Executive Vice President.
 - The possibility of reorganizing the School’s academic departments is being discussed with a potential move to a thematic approach, (i.e. cancer; musculo-skeletal, and vascular biology) that might better promote translational research and productive and efficiency collaborations of faculty.
- School of Dental Medicine (P. Robinson)
 - Accreditation – After reconsideration, the accrediting body has changed the School’s ‘near perfect’ accreditation report to a ‘perfect’ score. Dr. Jacobs acknowledged how difficult this was to achieve and asked that this be recognized at the Board of Trustees level.
 - A new faculty Committee on Assessment and Planning has been convened to regularly review the School’s strategic plan to ensure that it is implemented as planned.
 - The class entering in the fall is a strong one. It has a 3.5 science GPA and DAT scores above 20 (making it one of the top 5 in the nation.) A higher than normal rate of students accepted our offer to matriculate resulting in a class size of 47 when our target was for 40 students.
 - Efforts are underway to recruit more Connecticut students into the School. A new 7 year combined program with Storrs has started and has 8 participants.
- C. Clinical Operations Report (S. Strongwater)
 - Reimbursement issues continue to be of a real concern; National reimbursement rates continue to be cut and there doesn’t appear to be any State relief. The hospital will likely lose ~ \$1 million from these latest changes and Medicare physician reimbursement will

decrease by 5.4% . Connecticut ranks 2nd worst in Medicaid reimbursement (at ~70 cents per actual dollar of expense.) CHA continues to lobby for more reimbursement but are not optimistic due the State's fiscal problems (i.e .the deficit.).

- Patient satisfaction have generated new initiatives, i.e. “Quality Rounds”, pamphlets and video to improve patient education; post discharge follow up phone calls
- Patient volumes continue to be above last year and YTD ahead of budget. September is the target date to open our 10th OR.
- Cost reductions were implemented in March that will result in an improvement of approximately \$2 million (27 positions). More reductions may be needed in the future. PwC has been retained to help identify more cost improvement opportunities. This is principally a benchmarking study with the goal of \$10 million in a 12 month time frame, an additional \$5 million in 12-18 months, and an additional \$5 million over 18 months out. Their final report is due in June.
- HIPPA – delay of one year in transaction standards but privacy standards remain for 2003.
- May 21, 2002 – “Celebration Under the Tent” – this is a staff appreciation event.
- Correctional Managed Health Care – York Facility (female) accredited. This is the first of 21 reviews to take place.
- UMG is experiencing an unfavorable bottom line variance year-to-date is ~1.7M. A schedule of financial improvements has been developed by the Clinical Oversight Group (COG) and was distributed which listed a total impact in FY 02 & FY 03 of \$9.2 million. An approximately \$2 million loss is being incurred by our pediatric subspecialists located at CCMC. By bringing them back to the Farmington campus (by creating a pediatric pavilion in Dowling North), we could save on rent paid to CCMC as well as collecting the ancillary revenues they generate.
- This would not impact the inpatient services rendered to CCMC by these physicians but would improve access to such care by many. Discussions with CCMC continue to take place on these issues.
- UConn Health Partners
 - Growth in new patient visits attributed to OB/GYN and Ophthalmology marketing campaigns.
 - East Hartford location will have competition as St. Francis has acquired land nearby

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

- Report for period ending February 28, 2002
 - The FY 03 budget process is underway. We expect to end FY 02 on our original budget targets.
 - Notification of a reduction in the State Appropriation for FY 02 of \$1,000,876
 - JDH shows favorable variance of \$2M; admission are over budget by 9.1% and above last year of 18.2%
 - UMG is unfavorable to budget by \$1.7M; (includes UCHP)
 - UCHP has impacted other units at UCHC – JDH with 541 (62.04%) new admissions along with 11,035 (71.86%) outpatient visits and UMG has seen 11,982 (33.67%) new visits, consults and procedures. UCHP has not yet reached budget targets

- Correctional Managed Healthcare shows a deficit due to 1199 bargaining agreement settlement – funds will not be received until the 4th quarter

E. Other Business

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

Executive Session concluded at 11:40 a.m.

Public Session re-entered at 11:40 a.m.

- The HAC unanimously approved the following recommendation to the Board of Trustees -
***“That the Board of Trustees approve the negotiated settlement between the University of Connecticut Health Center and the University Health Professionals for a 4-year collective bargaining agreement effective July 1, 2002 to June 30, 2006.*”**

There being no further business, the meeting was adjourned at 11:42 a.m.

Respectfully submitted,

Peter J. Deckers, M.D.

Attendees

J. Abromaitis, N. Adams, A. Borda, B. Carlson, J. Comerford, P. Deckers, R. Garibaldi, F. Gifford, E. Grab, H. Hansen, L. Jacobs, W. Kleinman, J. Lattanzio, C. Leonardi, J. Levine, M. Martinez, I. Mauriello, P. McManus, J. Morningstar, J. Noonan, P. Robinson, R. Simon, D. Smith, S. Strongwater, D. Turling, D. Upton, J. Walter, S. Wetstone, S. Whetstone and N. Williams

Documents Distributed During the Meeting

- UMG/UHP Financials