



UCHC BOARD OF DIRECTORS Clinical Affairs Subcommittee

**February 7, 2006
MINUTES**

Attendance:

Voting Members: Dr. Bigos, Dr. Friend, Dr. Galvin, Mr. Cloud, Dr. Fuller, Dr. Garibaldi, Dr. Kozol, Dr. Palmisano, Dr. Shafer

Non-voting Members: Mr. Borda, Dr. Deckers, Mr. Dugger, Ms. Leone, Dr. Menzoian, Dr. Sanford, Dr. Simon, Dr. Strongwater, Mr. Walter

Others: Ms. Mazzone, Ms. Comerford, Dr. Wetstone, Ms. Whetstone

Guests: Mr. Kennelly, Dr. Warren, Ms. Smith, Mr. Thibeault, Ms. Horbatuck

The meeting was called to order by Dr. Friend at 8:33 a.m.

I. Public Comment

There was no public comment.

II. Minutes of the Clinical Affairs Subcommittee Meetings

A motion was made and seconded (Kozol/Fuller) to recommend that the Clinical Affairs Subcommittee approve the minutes of the Clinical Affairs Subcommittee meetings held on November 1, 2005, November 15, 2005, December 20, 2005 and January 17, 2006. The motion was unanimously adopted.

Dr. Friend made a motion to move to Executive Session at 8:35 a.m. This motion was seconded by Dr. Fuller and approved unanimously. The topic of the executive session was Clinical Facilities Planning – Preliminary Notes and Drafts. The public portion of the meeting resumed at 9:00 a.m.
Attendees: Dr. Bigos, Dr. Friend, Dr. Galvin, Mr. Cloud, Dr. Fuller, Dr. Garibaldi, Dr. Kozol, Dr. Palmisano, Dr. Shafer, Mr. Borda, Dr. Deckers, Mr. Dugger, Ms. Leone, Dr. Sanford, Dr. Simon, Dr. Strongwater, Mr. Walter, Ms. Comerford, Dr. Wetstone, Ms. Whetstone

III. Staff/Human Resource Theme Introduction – Dr. Strongwater

Dr. Strongwater briefly introduced the Staff/Human Resource theme and its tie to both JCAHO and the Baldrige Process. The next meeting will focus on Process Management.

IV. Human Resources Report – Ms. Ann Smith

Ms. Smith discussed recruitment and retention efforts at UCHC. There is a mandatory education process which includes orientation, HIPAA training, Diversity and Sexual Harassment, and for some employees there is also an additional hospital clinical educational piece. Employees are also offered public education courses. Ms. Smith presented an extensive report outlining performance with required training, performance evaluations, etc. JDH did extremely well in all areas, for example the annual job evaluation process is receiving 97% participation. An important part of employee satisfaction is employee recognition events which occur throughout the year.

A motion was made and seconded (Palmisano/Fuller) to recommend that the Clinical Affairs Subcommittee approve the Human Resources Report as presented. The motion was unanimously adopted.

V. Nursing Recruitment and Retention – Ms. Ellen Leone

Ms. Leone's presentation started with an explanation of the seriousness of the nursing shortage as well as the causes. UCHC recruitment strategies were outlined along with the importance of retention and the critical success factors of retention. An outline was given to create an ideal nursing work environment.

VI. Employee Satisfaction Survey & Culture Change Initiatives – Dr. Nick Warren

Dr. Warren gave an overview of the survey that was given to employees in June and July of 2005. The survey received a 30.5% response rate. Dr. Warren reviewed responses and their significance to various questions, as well as how those responses broke out according to the diversity of the population. A plan is in place to follow-up on these results throughout UCHC. C4I will focus on improving culture. We hope to improve response rates for these surveys by developing a "no blame" culture.

VII. Medical Staff – Dr. Richard Simon and Mr. John Kennelly

Dr. Simon presented the five standards of the medical staff, the primary responsibility being providing patient care. The organization of the medical staff is divided into 15 clinical service areas. By-laws shaped by JCAHO standards govern the medical staff. Changes to the by-laws must be approved by the Board of Directors. Mr. Kennelly went through the 20 steps of credentialing, privileging and appointment.

VIII. Clinical Enterprise Update

a. State of the Clinical Enterprise – Dr. Steven Strongwater

A draft version of changes to the Hospital Administration Manual Quality and Management Section #11:003 was presented for review and approval. Changes proposed were to the timeline for response to patient complaints and or grievances and the delineating of responsibility for those changes to the Patient Relations Department.

A motion was made and seconded (Palmisano/Garibaldi) to recommend that the Clinical Affairs Subcommittee approve the requested changes to the Hospital Administrative Manual Quality and Management Section #11:003. The motion was unanimously adopted.

Additionally Dr. Strongwater covered the following topics:

- The Baldrige teams have convened.
- Two staff members have completed Black Belt training with Juran.
- The Medical Board minutes are provided for review for those interested.
- Dr. Strongwater recognized Paula McManus's 12 years at the Health Center and her accomplishments. She will be missed.
- The Marketing/Communication Department was notified by the American Association of Medical Colleges that they received an award of excellence for their personal pocket medication guide.
- The Emergency Room received a Team Award for installing the "Pulse Check" electronic medical records.
- C4I held their annual update/open meeting in December and added a sixth group to focus on measures.
- The Health Center held their annual Safety Fair which received excellent attendance.
- The ICU CON for 7 additional beds has been submitted,. The ICU will continue to have double bedded rooms.
- Radiology has moved to a PAX digital system resulting in the elimination of films (and the problem of lost films). Test results can be viewed on-line from any computer.
- The physician incentive compensation plan was presented to the Finance Subcommittee of the Board of Directors.
- The CMHC MOU is not yet completed. It is hoped that it will be available for the May meeting.
- Clinical volume is behind plan as a result of multiple physicians leaving for local areas hospitals along with staff being on medical leave.
- In January admissions are back on target.

b. Recruitment Update – Mr. Chris Dugger

Mr. Dugger gave a brief presentation about the recruitment environment at UCHC and the competitiveness around physician recruitment. Generally there appears to be higher turnover in academic medical centers. A list was provided of physicians from whom we have received commitments, along with positions under recruitment that have active candidates.

c. Performance Improvement Plan Update – Dr. Rhea Sanford

Dr. Sanford presented changes to the Performance Improvement Plan, specifically to the mission, vision and values along with the inclusion of a description of the process which follows Juran Institute. These changes have already received approval by the Hospital QRM Committee and the Medical Board.

A motion was made and seconded (Palmisano/Garibaldi) to recommend that the Clinical Affairs Subcommittee approve the Performance Plan Update as presented. The motion was unanimously adopted.

IX. Watch List Items

- Dr. Strongwater encouraged the attendees to review the items and clips in the meeting material handout.

There being no further business, a motion was made and seconded (Friend/Fuller) to adjourn the meeting. The motion was unanimously approved and the meeting adjourned at 11:00 am.

Respectfully submitted:

Linda Lock, Recorder