



UCHC BOARD OF DIRECTORS Clinical Affairs Subcommittee

September 13, 2005

MINUTES

The meeting was called to order by Dr. Strongwater at 8:41 a.m.

Attendance:

Voting Members: Dr. Galvin, Dr. Garibaldi, Dr. Palmisano, Dr. Shafer; Dr. Bigos, Dr. Friend (participated via telephone for a part of the meeting)

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

Excused: Mr. Samuels, Dr. Kozol, Dr. Fuller

I. Public Comment

There was no public comment.

II. Minutes of the Clinical Affairs Subcommittee Meetings

A motion was made and seconded (Samuels/Garibaldi) to recommend that the **Clinical Affairs Subcommittee approve the minutes of the Clinical Affairs Subcommittee meetings held on May 3, 2005, May 17, 2005, June 21, 2005, July 19, 2005, and August 16, 2005. The motion was unanimously adopted.**

III. Strategic Planning

Dr. Strongwater opened the meeting by welcoming a new member, Dr. John Bigos.

Dr. Strongwater introduced Strategic Planning as the theme of the meeting. Ms. McManus reviewed pages from the Baldrige manual discussing strategic planning. These pages explained how organizations should develop strategic objectives and action plans. They also examined how those chosen objectives and plans were to be deployed and how progress was to be measured. Ms. McManus also reviewed the Mission, Vision, Values, Goals and Objectives of the Clinical Enterprise; as well as the process by which they were developed including clinical enterprise leadership and Board member participation. Today's meeting was devoted to discussion of each Clinical Enterprise Goal and the objective related to achieving each goal.

Dr. Sanford led the discussion of the first goal - **Quality**. In order to meet or exceed benchmarks for quality, objectives were established to improve medication safety, eliminate patient falls, reduce nosocomial infections, improve management of pain, and achieve 100% on protocol for selected diagnoses. These objectives will be achieved by executing action plans initiated by the Collaborative Center for Clinical Care Improvement (C4I), fully implementing Siemens Patient Safety System, as well as developing models of care. Dr. Strongwater reflected on medical outcomes and medical safety.

Dr. Friend discussed improvement in quality and commercial market conversion, and commented about the importance of satisfying the commercial market.

Dr. Garibaldi presented the second goal - **Academic Connections**. The objectives for this goal include practicing evidence based medicine, collaboration between clinical and research faculty, and increasing percentage of patients in clinical trials. These objectives will be achieved by increasing academic collaboration, recruiting high quality academic and clinical faculty, developing space, and implementing of the Siemens Safety System. Dr. Deckers commented on the need for new and enhanced physical facilities necessary to achieve the objectives. Dr. Galvin commented on the selection of products and services for focus and the relationship with other institutions and networks in the region.. Dr. Bigos discussed Medicaid reimbursements as drawback for physicians at the health center and many institutions. Dr. Strongwater spoke about the hospital being underbedded and about the uniqueness of programs. Dr. Deckers commented on physicians training sites becoming more centralized because of difficulty of training of doctors and hospital reimbursements.

Ms. Smith discussed the third goal - **Workforce**. The objectives related to this goal include achieving competitive retention rates (currently at 7%), recruiting and retaining qualified staff and increasing recognition and awards for faculty and staff. These objectives are to be accomplished by obtaining employee feedback through surveys, providing continuing education opportunities, as well as continuing of the implementation of clinical incentive plans for faculty. Other ways of achieving these objectives were by redeployment of employee recognition programs such as UConn Cares, Paws, Husky Heroes, UConn Idol, Nightingale Awards, etc. Dr. Strongwater commented on morale building events and programs. Dr. Galvin commented on similar programs initiated in the health department and the potential for coordination.

Dr. Strongwater gave an overview of the fourth goal - **Management Effectiveness**. The objectives of this goal include achieving growth, building and renovating facilities and equipment, and achieving financial targets. These objectives would be achieved by completing and executing a capital plan and financing for expansion, implementing technologies, emphasizing quality improvement techniques, and deploying master plan for process improvement. Other tactics included using Balanced Scorecards, assuring compliance programs, and implementing revenue cycle. Dr. Deckers emphasized on the need of effective management and the reporting practices to succeed in the hospital/clinical environment.

Ms. McManus discussed the fifth goal- **Community Connections**. The objectives included increasing collaboration, facilitating clinical growth, and increasing referring physician satisfaction. These objectives could be achieved through collaboration with continuing medical education programs, pursuing opportunities for clinical research with other institutions, involvement with outside committees, networking, and communication with referring providers.

Mr. Walter presented sixth goal - **Reputation**. This goal involves receiving Malcolm Baldrige award, obtaining magnet status for nursing, receiving JCAHO and other accreditations, with the intended outcome to make the UConn name more recognizable. Dr. Palmisano questioned asked about the nursing program. Ms. Leone gave an overview of the magnet status nursing initiatives. Dr. Deckers talked about being a recipient of such care and reflected on spectacular groups of nurses in our institution.

IV. **University Dentists**

Dr. Robinson presented the history of the University Dentists and how the goals and purposes evolved over the years to current status. He focused on initiatives that have resulted in improvements to the operation. He also outlined problems that University Dentists were facing and identified areas where improvement was desired. There was a brief discussion regarding the physical facilities for University Dentists.

Clinical Affairs Update

- Dr. Strongwater discussed the following items:
 - Recognition of JDH as being in the top 10 percent in the CMS core measures in the Hospital Compare Program
 - Celebrate Aging earning a bronze award in a Mature Market Resource Center's competition.
 - Reaccreditation of the Cancer Program
 - Organization of workgroups to work towards Baldrige award
 - Successful year for JDH
 - UMG's improvement and loss for the year
 - Successful recruiting of new faculty in neurosurgery, ENT, radiology, primary care, general/oncologic surgery
 - Opening of the MARB building on June 23
 - Submission of a Letter of Intent for additional beds in ICU/Cardiac
 - MOA for CMHC being near completion
 - Continuation of implementation of Sieman's patient safety system
 - ER becoming fully electronic

- Dr. Strongwater briefly overviewed the 2005 Clinical Annual Report.

Watch List Items

Dr. Strongwater compared the operations and losses of many medical groups to JDH, presented the July C4I newsletter, shared the CMS's national patient survey, and Chime's fact sheet on hospital quality reporting.

Key Performance Indicators

Ms. McManus presented a summary page of numerous key performance indicators. The summary detailed the change in the market share, volume of that change, efficiency variance from target, quality measures, and patient satisfaction survey results. Ms. McManus also pointed out that Farmington Surgery Center was excluded from the results as it was a free standing institution and did not report to Chime.

VIII.

A motion was made and seconded (Shafer/Palmisano) that **the Peer Review Subcommittee go into Executive Session. The motion was adopted unanimously.**

**UCHC BOARD OF DIRECTORS
PEER REVIEW SUBCOMMITTEE**

I. Public Comment

None

II. Executive Session

III. Adjournment

There being no further business, a motion was made and seconded (Garibaldi/Shafer) to adjourn the meeting. The motion was unanimously approved and the meeting adjourned at 11:20 am.

Respectfully submitted:

Krystyna Lipinski, Recorder