



# **The UNIVERSITY HOSPITAL**

University of Medicine & Dentistry of New Jersey

**NEWARK, NEW JERSEY**

The University Hospital  
Board of Directors Meeting  
October 28, 2009

UMDNJ - University Hospital  
Medical Coordination Center  
Stanley S. Bergen Building  
65 Bergen Street, 4<sup>th</sup> Floor  
Newark, NJ 07101

## **Board Members present:**

Thomas M. Jackson, Chair (via teleconference); Kevin M. Barry, MD (via teleconference); Blair MacInnes; Eric S. Pennington, Esq.; Yvonne Wesley, RN, PhD, FAAN

## **Also present:**

Lester Aron, Esq., Senior Vice President and General Counsel – UMDNJ  
Suzanne Atkin, M.D., Chief Medical Officer – UH  
Vincent Barba, M.D., FACP, FHM, Medical Director for Quality Improvement – UH and NJMS  
Thomas Daly, FHFMA, CPA, Chief Financial Officer – UH  
Robert L. Johnson, MD, FAAP, The Sharon and Joseph L. Muscarelle Endowed Dean, Interim – NJMS  
Julane Miller-Armbrister, Vice President for Government Relations – UMDNJ  
William F. Owen, MD, President - UMDNJ  
Theresa Rejrat, CNO and VP for Patient Care Services – UH  
Robin D. Wittenstein Ed.D., FACHE, Acting President & CEO – UH

## **Excused:**

Mary Ann Christopher, Vice-Chair  
Jonathan Orenstein, D.M.D.  
Denise V. Rodgers, M.D., Executive Vice President of Clinical & Academic Affairs – UMDNJ

## **Minutes**

- The meeting was convened at 11:39 a.m. by Mr. Thomas Jackson, Chair who participated via teleconference. In accordance with the Open Public Meetings Act, Dr. Yvonne Wesley announced that the notice of time and location of the University Hospital Board of Directors meeting requirements were satisfied in that the public meeting notice was transmitted to the Secretary of State, various newspapers, organizations and individuals within the State and posted throughout the University.

- Mr. Jackson called for the acceptance of the minutes of the UH Board meeting dated September 30, 2009. Ms. Blair MacInnes requested an amendment to comments made during the Interim Dean's report on page four of the minutes. The minutes were amended to read "*Dr. Johnson stated that all of the medical school students are exceptional and that UMDNJ competes favorably with other prestigious institutions for their residency*". Mr. Jackson accepted a motion from Dr. Kevin Barry to approve the minutes; the motion was seconded by Dr. Yvonne Wesley and passed unanimously as amended.

#### Chairman's Remarks

- Mr. Jackson noted the importance of scheduling the Strategic Planning retreat; Ms. MacInnes stated that tentative dates in January 2010 are under consideration. Mr. Jackson requested that the Board members review their calendars and contact Ms. Stacie Newton via e-mail to coordinate and finalize the date of the retreat.
- Mr. Jackson recommended that the November Board of Directors meeting, currently scheduled prior to the Thanksgiving holiday, be postponed to the first or second week of December; Ms. Newton will coordinate and finalize the date of the Board meeting.
- Mr. Jackson requested that an update on the current status of the CEO Search Committee be added to the next meeting agenda. Dr. Wesley stated that a search committee meeting was scheduled for November 4<sup>th</sup> and that a report could be provided at the next Board meeting. Mr. Jackson thanked Dr. Wesley for offering to co-chair the search committee.
- Mr. Jackson attended the quarterly UH employee staff meeting. He commended Dr. Wittenstein, the meeting chair, on the transparent format which encouraged employees to ask open and candid questions. Mr. Jackson also commented that the update report Dr. Wittenstein's provided regarding UH's progress and improvements that need to be made was well received.
- Mr. Jackson announced that documents pertinent to today's meeting were e-mailed to the Board. He requested that materials being presented to the Board be submitted in advance of the meeting to ensure that all Board members have had the opportunity to review them.

Mr. Jackson introduced Reverend Elijah Williams who presented comments and inquiries regarding community issues such as staffing, Charity Care, and the Cancer Center that were previously raised at the BCC meeting.

Following Reverend Williams' comments, Mr. Jackson asked that Dr. Wittenstein and Mr. Aron take the lead in formulating a response to the inquiries put forth. Dr. Barry also commented that, to the extent that equanimity was a concern raised by the BCC, those questions should be addressed in terms of the fair allocation of resources at UH. He stated that community concerns are of utmost importance to members of both the UH and UMDNJ Boards and the various missions of the University are weighed when these decisions are made. In agreement, Mr. Jackson stated that the

issues should be considered from various perspectives to ensure parity and that the response would be reviewed with both the University Hospital and UMDNJ Boards.

Dr. Wesley asked that points discussed within the comment period, but not listed on the talking points sheet be included in management's response which should be provided in a simple and straight-forward manner that could be shared with the community members who expressed these concerns. Dr. Owen noted that many of the issues presented pertain to the New Jersey Medical School (NJMS) and requested that Dean Johnson be included in formulating responses to the inquiries.

Both Dr. Barry and Dr. Wesley thanked Reverend Williams for his time and effort in working with the Board on behalf of community.

### **Reports**

Acting President and CEO's Report: Dr. Robin D. Wittenstein presented the report as submitted in the Board materials with the following highlights:

- University Hospital was, for the first time, included in the top ten listing of the University HealthSystem Consortium (UHC) Clinical Product Line Report; three services – Cardiology, Orthopaedics, and Urology ranked in the top ten at number two, five and six respectively. Dr. Wittenstein especially noted that this achievement, the UH Top Doctors and the recent ranking of University Hospital as a Top Hospital in *U.S. News and World Report* is a testament to the commitment of the faculty and staff to ensuring quality and top-notch service.

Dr. Wesley commended Dr. Wittenstein for the UHC clinical outcomes rankings and the findings of the New Jersey Hospital Association (NJHA) 2009 Economic Impact Report that highlighted New Jersey hospital's contributions to the county and state-wide economy. In this regard, Dr. Wesley asked how UH is faring with community benefit reporting in terms of all of the services provided by the hospital and appropriate compensation for them. Dr. Wittenstein stated that UH provides a considerable level of uncompensated services to the community. She stated that the services that represent the greatest need in the community (ex: mammography van) are being tracked to calculate their value.

Ms. Julane Miller-Armbrister commented that definitions and criteria for reporting community benefit are being developed for presentation to Dr. Wittenstein. She reported that a consultant from Washington, D.C. was enlisted to help develop the document which would be inclusive of Charity Care and other services.

- Dr. Wittenstein reported that three Emergency Medical Services (EMS) supervisors received Command Citations from the Fourth Precinct of the Newark Police as well as Resolutions of Recognition issued by The City of Newark. This recognition highlights the value of the on-going performance improvement project in EMS; the requirement for supervisors to accompany technicians in the field has built morale and resulted in improvements.
- The Newark CEO Task Force continues to address ways for University Hospital, Newark Beth Israel, St. Michaels, and the Federally Qualified Health Centers (FQHCs), as well as other social

service agencies and community organizations, to collaborate in order to provide the best continuity of care. Dr. Wittenstein noted that there are several projects being piloted, including the development of a Regional Health Information Organization (RHIO) to initiate a Health Information Exchange (HIE) for statewide data sharing. Under the auspices of this Task Force, UH and seven other hospitals submitted an application for a HIE grant which was selected for funding.

- Dr. Wittenstein reported that the Centers for Disease Control and Prevention (CDC) guidelines regarding preparation and administration of vaccine for the seasonal flu and H1N1 flu continue to be followed. To date there has been no significant increase in flu activity in northern New Jersey. The Emergency Department and hospital admissions continue to be monitored for increases in flu activity.

Dr. Wesley asked whether staff or students on the UMDNJ campus reported any Swine Flu cases. Dr. Wittenstein stated that unless someone is admitted to the hospital with flu-like symptoms, individuals are not tested for the H1N1 virus; to date, there has been no increase in cases. Dr. Johnson added that demand for the H1N1 vaccine exceeds the supply and only 20% of vaccine that was anticipated has been received. He stated that priority patients: pregnant women, children aged 2-18 and healthcare employees who work with these populations, would receive vaccinations first. Dr. Johnson also reported that Dr. Larry Budnick, Director of Occupational Medicine and Brendan McCluskey, Executive Director of Emergency Management and Occupational Health and Safety, were appointed by Dr. Denise Rodgers to co-chair a University-wide H1N1 Influenza Task Force to ensure consistency in the University's response to H1N1 for all its faculty, staff, students, and patients, including immunizations and medications as indicated.

Dr. Barry commented that as a greater number of cases of H1N1 occurred earlier in the year than was publicized, current levels of protection for this area may already be in effect, resulting in sporadic, rather than widespread cases this flu season. Dr. Barry also stressed that pregnant women who contract the H1N1 virus are six times more likely to die and noted the importance of disseminating that message within the community; he suggested that Reverend William assist in this regard.

Ms. Diane Weathers, Senior Vice President for Advancement and Communications, and a member of the H1N1 Task Force and Mr. Jeff Tolvin, Director of University News Services are assisting to develop messages to the community regarding the need for individuals to receive the H1N1 vaccination. Ms. Weathers stated that various methods of messaging such as sponsorship announcements on local radio and cable television, and bilingual signage are being utilized to disseminate the message to the larger community. Reverend Williams pointed out that within the community, tangible evidence - such as knowing someone who received the vaccine or actually seeing someone receive the vaccine often holds greater value. Dr. Johnson added that it would also be important to speak to parents so that permission slips could be signed and children could receive flu shots in school or their Pediatrician's office. He stressed that the vaccine would not cause any adverse affects as it is a regular vaccine targeted for the H1N1 virus.

Dr. Owen noted that the Gary Gunderson model of community-based healthcare with a faith-based component is very effective especially in disseminating information and asked Reverend Williams for his support in implementing a similar initiative. Reverend Williams committed to identifying members of the faith-based community who could be effective in this effort; Ms. Weathers and Ms. Armbrister offered their assistance to Reverend Williams in this endeavor.

Dean's Report: Dr. Robert L. Johnson, MD, FAAP, The Sharon and Joseph L. Muscarelle Endowed Dean, Interim for the New Jersey Medical School (NJMS) presented a report regarding the Cancer Center as questions regarding its status were posed by Reverend Williams in his comments earlier today.

Dr. Johnson provided updates on the research and treatment areas of the Cancer Center and noted that many aspects of UH's cancer treatment are not administered in the actual Cancer Center, but throughout the hospital. He noted that the program is very responsive to the need for cancer treatment in the community and has implemented unique programs that facilitate the diagnosis of cancer and best means of bringing individuals in for treatment.

Mr. Jackson asked what percentage of the Cancer Center is devoted to research. Dr. Johnson stated that over fifty percent of the building is devoted to research; he stated that further detail regarding the areas designated for research, treatment, etc. would be provided in an upcoming report. Mr. Jackson commented that part of the misperception surrounding the Cancer Center is whether cancer services being provided in the hospital would be better addressed in the Cancer Center. Dr. Johnson stated that there may be benefits to housing all cancer related programs in the Cancer Center as it could free up space in the hospital for other services; however, the appropriateness of programs within the center should also be considered.

Ms. MacInnes stated that for potential donors to the Cancer Center, the perception of its underuse may be a concern. Dr. Johnson stated that his next report to the Board would include detailed information regarding what cancer services are provided in the Cancer Center, the number of individuals treated, and the type of research being performed there.

Dr. Owen noted that Dr. Johnson and the staff of the New Jersey Medical School have done an extraordinary job of obtaining funds for the school through the American Recovery and Reinvestment Act (ARRA). In this regard, Dr. Johnson reported that NJMS submitted a number of grants for basic research, equipment and renovations; to date approximately \$18 million have been awarded. Dr. Johnson noted that three additional grants of \$15 million each for renovations were also submitted; all have been scored and are in approval stages.

Board Committee Reports: The Quality of Care Committee meeting minutes of June 19, 2009 were presented for approval; Mr. Jackson accepted a motion from Ms. MacInnes to approve the minutes; the motion was seconded by Dr. Wesley and passed unanimously.

The Strategic Planning and Development Committee minutes of August 6, 2009 were presented for approval; Mr. Jackson accepted a motion from Dr. Wesley to approve the minutes; the motion was seconded by Mr. Pennington and passed unanimously.

Quality Improvement Report: Dr. Vincent Barba, MD, FACP, FHM, Medical Director for Quality Improvement at UH and NJMS introduced Dr. Marc Klapholz, UH Director of Cardiology. Dr. Klapholz provided a presentation regarding the status of the STAT-MI program at University Hospital.

Dr. Wesley asked how long it took to establish and begin seeing results through the STAT-MI program. Dr. Klapholz reported that the program was initiated over three and a half years ago and that the first set of data was published after one year with the initial twenty patients.

Mr. Jackson made a point of noting that the STAT-MI program is an outstanding way to re-brand University Hospital positively in terms of media publicity. An electronic copy of the presentation will be provided to the Board members.

Peri-Operative Services Update: Dr. Jeffrey Freda, Medical Executive Director for Peri-Operative Services presented the report as submitted in the Board materials.

Dr. Freda reported that surgical volume fluctuated due to a number of variables; he stated that the main Operating Room's volume for October would be lower this year reflective of the number of staff attending conferences.

Mr. Jackson, noting that Dr. Freda had forecast the decreased volume in a previous oral report, inquired whether he could provide a forecast for the November and December volumes. Dr. Freda stated that a forecast would be difficult to make; November is usually a slower month and volume recovery would be difficult to forecast. He stated that December is traditionally stronger than some other months and there would be better staff availability.

Mr. Jackson then asked Mr. Daly whether a trigger point exists within the budget to reallocate expenses to compensate for anticipated decreases in revenue. Mr. Daly stated that methodologies are in place and better data is available to generate reports that are timelier.

Emergency Department Scorecard: Suzanne Atkin, MD, Chief Medical Officer introduced Dr. Sandra Scott, the new Chief of Service for the Emergency Department; she has been on staff at UH for six years. Dr. Atkin presented the report as submitted in the Board materials.

Regarding the walkout rate, Ms. MacInnes asked Dr. Scott whether she had any ideas for implementing changes to improve the walkout rate. Dr. Scott commented that, while there are no standard methodologies that could be implemented, various data compiled from the ED Compass such as turn-around time for labs, patient registration efficiencies, optimal use of beds as well as data on the patient management processes, would be further researched and reported to the Board.

Financial Statements: Thomas Daly, Vice President for Finance presented the report as submitted in the Board materials.

The August 31, 2009 two month excess of expenses over revenue was \$1,002,000 unfavorable to budget by \$791,000. There was a decrease in maternity admissions which was the major reason for the unfavorable revenue variance of \$2,965,000.

The decrease in volume resulted in a favorable expense variance of \$2,171,000. There was a favorable salary variance of \$1,243,000 due to lower FTE utilization.

Mr. Daly noted in reference to Mr. Jackson's question regarding adjustments in staffing based on volume charges that improved reporting capabilities, has allowed for reallocation of personnel to better meet the patient needs.

Dr. Wittenstein added that a number of variables such as direct admissions and those through the Ed, surgical volume patterns, length of stay (LOS), payor mix fluctuations, staffing changes and productivity are monitored and, depending upon these factors, the appropriate action is determined.

Regarding the due to other units value, Mr. Pennington inquired about the reported decrease. Mr. Daly stated that a reduction of \$3.9 million was attributable to variables such as timing of balance sheet items, payment on accounts receivables and vendor payments.

Government Relations Briefing: Julane Miller-Armbrister, Vice President for Government Relations presented the report as submitted in the Board materials.

Ms. Armbrister stressed that now is the time to begin to develop and hone UH's message for the fiscal year 2010. In terms of the upcoming budget season, she stated that budget priorities are usually presented to the Governor in late November or early December.

Ms. MacInnes commented that during the Board retreat, a discussion regarding the opt-in/out issue for healthcare reform could be discussed.

Ms. Armbrister concluded her report by introducing Shane Perkins, a Public Administration graduate student from Kean University who is a government relations intern at UMDNJ..

Ms. Armbrister stated that no major legislation impacting UH is currently on the table; Government Affairs continues to monitor legislation and respond to issues that have particular impact on University Hospital.

Development Report from the Foundation of UMDNJ: Elizabeth Ketterlinus, Vice President of the UMDNJ Foundation submitted the report as presented in the Board materials.

Ms. Ketterlinus commented on additional gifts that came through the New Jersey Medical School that would significantly impact Ambulatory Services at UH. She noted that \$750,000 was received from for the REspira Project for asthmatic patients and \$250,000 was received from Schering-Plough for the School of Nursing mobile project for interventions within the community.

Ms. Ketterlinus reported that the memorial fund honoring Dr. Munoz comprises a number of projects to which contributions could be made. She also reported that a memorial tree would be

mounted in the hospital lobby memorializing Dr. Munoz; Dr. Atkin and Dr. Jaker spearheaded this endeavor.

Dr. Owen inquired about the status of the Muscarelle Endowment Grant. Ms. Ketterlinus stated that the Muscarelle grant is slated to be discussed with the SPDC in January; once the UH Strategic Plan is fleshed out, Mr. Muscarelle's offer to match \$50,000.00 would also be discussed.

University Hospital Medical Executive Committee and Credentials Committee: Mr. Jackson presented the Credentials Committee and Medical Executive Committee Action Items memo of September 30, 2009; the minutes of the Medical Executive Committee meeting dated July 28, 2009; the minutes of the Credentials Committee dated September 14, 2009 for approval. The Adjunct Medical Staff Reappointment Roster was presented for approval. Ms. MacInnes moved for approval and Dr. Wesley seconded the motion; the motion passed unanimously.

Unfinished Business/Old Business: Mr. Jackson recommended that the Compliance report to be presented by Dara Quinn, Senior Compliance Officer for UH, be postponed to the next meeting. Ms. Quinn commented that the Code of Conduct attestation must be completed by all Board members; the Code of Conduct booklet was distributed to the Board members and will be mailed to those not in attendance.

Dr. Wesley resolved to adjourn to Executive Session at 1:45 pm; Ms. MacInnes moved in favor of the resolution; Mr. Pennington seconded the motion which was carried unanimously.

There being no further business, Mr. Jackson accepted a motion to adjourn from Ms. MacInnes; the motion was seconded by Dr. Barry and passed unanimously. The meeting adjourned at 1:57 p.m.

**Actions and Recommendations  
As of October 28, 2009**

<b>Action</b>	<b>Responsible Individual(s)</b>	<b>Due Date</b>	<b>Disposition</b>
Coordinate and finalize an alternate date for the November, 2009 Board meeting.	Stacie Newton	Nov 6	An e-mail regarding holding the meeting on December 9 was disseminated.
Provide an update on the status of the CEO Search.	CEO Search Committee	Dec 9	A search committee meeting is scheduled for November 4 <sup>th</sup> ; a report will be given at the next Board meeting.
Address inquiries submitted by the Board of Concerned Citizens	Dr. Wittenstein	TBD	Pending
Provide all Board members with the Code of Conduct booklet and collect attestation forms.	Dara Quinn	Dec 1	Attestations will be forwarded to Rhonda Farber as they are received.
Provide a copy of the Year in Review presentation to the Board members	Stacie Newton	Sep 30	The presentation was e-mailed to the Board members.
Provide data collection methodologies used by other hospitals and NJHA for measuring community benefit in the board materials	Robin Wittenstein	TBD	A report will be developed with assistance from Government Relations.
Provide a demonstration of the Welcome Kiosk to the Board.	Richard Tunnell Robin Wittenstein	TBD	Pending
Recommendation to ensure proper staff training for usage of the Electronic Health Record.	Richard Tunnell Robin Wittenstein	TBD	Pending implementation of electronic record systems.
Recommendation to investigate best practices from other hospitals in regard to the Community Affairs subcommittee.	TBD	TBD	Pending
Schedule the Board Retreat.	Stacie Newton	Dec 9	A January date will be chosen for the Retreat; coordination and finalization is pending.