

Minutes of the Meeting of the Board of Trustees
University of Kentucky
University Health Care Committee
Friday, September 14, 2018

The University Health Care Committee of the Board of Trustees of the University of Kentucky met on Friday, September 14, 2018, in the Gatton Student Center on the University of Kentucky campus.

A. Meeting Opened

Robert Vance, Chair of the University Health Care Committee, called the meeting to order at 8:30 a.m.

B. Roll Call

The following members of the University Health Care Committee answered the call of the roll: Cammie DeShields Grant, Robert Grossman, Robert Vance, and Barbara Young. Community Advisory Members present: Robert Clay, Nick Nicholson, and Luther Deaton.

Chair Vance announced that a quorum was present.

The UK HealthCare and University administration was represented by President Eli Capilouto, Executive Vice President for Health Affairs Mark F. Newman, Executive Vice President for Finance and Administration Eric N. Monday, Provost David Blackwell, Vice President and College of Medicine Dean Robert DiPaola, Vice President for Institutional Diversity Sonja Feist-Price, Vice President for Research Lisa Cassis, Vice President for University Relations Tom Harris, Office of the President Chief of Staff Bill Swinford, Vice President for Administration and External Affairs Mark D. Birdwhistell, Vice President and Chief Operating Officer, Robert “Bo” Cofield, Vice President and Chief Financial Officer Craig Collins, and Chief Administrative and Nursing Officer Colleen Swartz.

Guests and members of the news media were also in attendance.

C. Approval of Minutes

Chair Vance asked for a motion for approval of the minutes from the June 21, 2018 meeting. Trustee Young moved approval of the minutes. Trustee Grant seconded the motion and the minutes passed without dissent. (See minutes on the Board of Trustees website, www.uky.edu/Trustees, under agenda.)

D. Executive Vice President for Health Affairs Update

Dr. Mark Newman introduced Dr. Colleen Swartz, Chief Nursing Officer and Chief Administrative Officer and Dr. Phillip Chang, Chief Medical Officer for UK HealthCare (UKHC). Drs. Chang and Swartz discussed efforts to sustain and improve the high level of performance that UK HealthCare can achieve. Dr. Swartz reviewed quarterly efforts pertaining to Dyads, improvement training, and leadership development. Dr. Chang discussed the concept of Dyads and their role to improve performance on a core set of priority measures connected to the UK HealthCare Enterprise Goals within nine months in their designated unit, area, or service line. Dr. Chang recognized Ms. Trudi Matthews for all her work in creating the Dyads and organizing the teams. He also discussed professional opportunities created by UKHC's work in quality and safety. Because UKHC is an Academic Health Center, opportunities to grow scholarships and grant funding are many times an added benefit. In UKHC's ambulatory locations, physicians will pair with administrators and be led by Mr. John Phillips and Dr. Jay Grider. Trustee Young asked Dr. Swartz about the number of Dyads. Dr. Swartz stated that there are currently 56 pairs in the inpatient areas. Trustee Young inquired about how they were chosen. Dr. Chang stated that many times the physicians are medical directors that were already part of the leadership team. Trustee Christian asked about how the nursing staff will be involved in the ambulatory setting. Dr. Swartz responded that due to the ambulatory units being provider centric not all of them have the same model. A nurse leader from the Chief Nursing Office will partner with Mr. Phillips and Dr. Grider to ensure collaboration. Trustee Grossman inquired about the increased workload to physicians as a result of the Dyads. Dr. Chang stated that the effort around the Dyads will require 10-15% of the participant's time. Dr. Swartz stated that with organization, processes make operations smoother. Dr. Newman stated that UKHC wants to empower the staff. Dr. Shuffett asked about the incentive for the physician that is not in leadership. Dr. Chang stated that the Dyads are set up to make things easier and more efficient for physicians. Dr. Blonder inquired about changes regarding how medical students and residents are trained. Dr. Chang responded that we will enhance their learning. Dr. Swartz added that the governing bodies for medical training has an expectation that quality and care redesign be included in the training of medical students and residents.

Dr. Newman introduced Julie Balog, Director for UKHC's Digital and Brand Strategy, and Jason Britt, UKHC's Market Research Director. Ms. Balog and Mr. Britt discussed the *US News and World Report* rankings and the methodology used. Mr. Britt stated that 73.8% of consumers say that *U.S. News and World Report* rankings influence their choice of hospital. UK HealthCare was ranked number one in the state of Kentucky for the third year in a row. Four specialties were ranked in the top 50. These specialties include Diabetes and Endocrinology, Cancer, Ear, Nose and Throat, and Orthopedics. Marketing campaigns around the rankings will include television, print, social media, and billboards.

Dr. Newman welcomed and introduced two new employees. Steven E. Clifton, JD joined the University legal team as the Deputy General Counsel for Health Affairs and Timothy S. Elder, FACHE joined the UKHC leadership team as the Associate Vice President of Facilities Planning and Management.

E. UK HealthCare Transplant Quality Update

Dr. Newman introduced Melinda L. Fox, MHA from the UKHC Transplant Team. Dr. Roberto Gedaly, Director of UKHC Transplant, was unable to attend the meeting due to a transplant. Ms. Fox introduced Jennifer Watkins, MSN, RN, CCTC, Director of Quality for the UKHC Transplant Department. Ms. Watkins stated that the UKHC Transplant Team performed a record number of solid organ transplants in calendar year 2017 and they are on pace to realize another record year. Important to the program and to patients are the expected versus observed outcomes. Organ allocation and other regulatory organizations monitor the outcomes. January 2018 data reflects that UKHC organ recipients are performing well and as expected. This information is provided to all organ candidates and patients. Regulatory oversight is extensive in transplant and organ programs. Centers for Medicare and Medicaid Services and United Network for Organ Sharing require site visits and survey of the program to monitor high risk, high volume, or problem prone areas. The Transplant Department is required to have a transplant specific quality plan and to report that plan to the governing body. Ms. Watkins reviewed the UK HealthCare Transplant Quality Assessment and Performance Improvement Metrics for 2018 as required by regulatory oversight.

F. Fiscal Update

Craig Collins discussed the FY 2018 June and FY 2019 July Operating Results for UKHC. In FY18, UKHC revenue exceeded budget by \$68.6 million dollars and total operating expenses exceeded budget by \$58.9 million. Ambulatory Pharmacy continues to be a strong contributor for the enterprise, contributing \$79.7 million in operating income.

FCR 6 Repair, Upgrade or Improve Building Systems-UK HealthCare Capital Project (Pavilion HA Air Handling Units 1, 2, 3)

The Committee reviewed FCR 6 requesting approval of a \$4,000,000 Capital Project to replace three air handling units in the Chandler Hospital Pavilion HA that services the Mother Baby Unit and Obstetrics. The project will be funded with agency funds and has been authorized by the 2016 Kentucky General Assembly. Trustee Booth made a motion to recommend approval of FCR 6 and Trustee Grossman seconded the motion. The motion carried without dissent.

ECR 1 Ratification of Executive Committee Approval of Creation and Funding of an Affiliated Entity and Participation in Ambulatory Surgery Center

The Committee reviewed ECR 1. Chair Vance stated that it was approved by the Executive Committee and now needs to be ratified. Trustee Blonder inquired about the impact to the Surgery on Sunday program. Dr. Newman stated that program should not be impacted but the new leadership team being formed will make the final decision. Trustee Young made a motion to recommend approval of ECR 1 and Trustee Grant seconded the motion. The motion carried without dissent.

UHCCR 1 Appointment of Chief Clinical Officer

The Committee reviewed UHCCR 1 requesting approval to appoint Mark F. Newman, MD as the Chief Clinical Officer of UK HealthCare in addition to his role as the Executive Vice President for Health Affairs. Trustee Grossman made a motion to approve UHCCR 1 and Trustee Young seconded the motion. The motion carried without dissent.

J. Privileges and Appointments

Bo Cofield recognized and thanked Andrew Bernard, MD, for his four years of service to the Medical Staff Committee and UK HealthCare. Dr. Cofield introduced Fred Zachman, MD, an obstetrician and 20-year employee at UK HealthCare. Dr. Zachman was recently elected President of the Medical Staff and presented the list of credentials and appointments for approval. Chair Vance called for a motion to approve the list of providers. Trustee Grossman moved to approve the list. Trustee Young seconded the motion and it passed without dissent.

K. Meeting Adjourned

Chair Vance called for new or other business that needed to be brought before the University Health Care Committee. Hearing no further business, the meeting was adjourned.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Robert D. Vance".

Robert Vance
Chair, University Health Care Committee