

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS**

**Meeting of the Health System Board  
for the University of Virginia  
Health System**

**December 9, 2021**

**HEALTH SYSTEM BOARD**  
**Thursday, December 9, 2021**  
**8:30 - 11:30 a.m.**  
**Original Ballroom, Boar's Head Resort**

**Committee Members:**

L.D. Britt, M.D., Chair	James B. Murray Jr.
Babur B. Lateef, M.D., Vice Chair	James V. Reyes
Robert M. Blue	A. Bobby Chhabra, M.D., Faculty
Whittington W. Clement	Consulting Member

**Public Members:**

Kenneth B. Botsford, M.D.	Victoria D. Harker
William G. Crutchfield Jr.	Thomas A. Scully

**Ex Officio Members:**

James E. Ryan	K. Craig Kent, M.D.
Pamela F. Cipriano	M. Elizabeth Magill
Jennifer Wagner Davis	Scott A. Syverud, M.D.
Wendy M. Horton	Melina R. Kibbe, M.D.

**AGENDA**

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**V. CLOSED SESSION**

- Discussion of proprietary, business-related information about the operations of the Medical Center, the School of Medicine, and the School of Nursing, where disclosure at this time would adversely affect the competitive position of the Medical Center, the School of Medicine, or the School of Nursing, specifically:
  - Strategic personnel recruitment and retention, financial, investment, facility needs, market considerations, growth initiatives, partnerships, and other resource considerations and efforts in light of market and regulatory changes for the Health System and expected impact for FY 2022, including proprietary information related to COVID-19; all of which further the strategic initiatives of the Medical Center, the School of Medicine, and the School of Nursing and include employee performance and other proprietary metrics;
  - Confidential information and data related to the adequacy and quality of professional services, competency, and qualifications for professional staff privileges, and patient safety in clinical care, to improve patient care for the Medical Center;
  - Consultation with legal counsel regarding compliance with relevant federal and state legal requirements and legislative and accreditation standards, all of which will involve proprietary business information and evaluation of the performance of specific personnel.
  - The relevant exemptions to the Virginia Freedom of Information Act authorizing the discussion and consultation described above are provided for in Sections 2.2-3711(A)(1), (6), (8), and (22) of the Code of Virginia. The meeting of the Health System Board is further privileged under Section 8.01-581.17 of the Code of Virginia.

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**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 9, 2021

**COMMITTEE:** Health System Board

**AGENDA ITEM:** IA. Opening Remarks from the Chair

**ACTION REQUIRED:** None

**BACKGROUND:** The Committee Chair, Dr. Britt, will welcome guests, provide opening remarks, and introduce a new member to the Health System Board, Mr. Thomas A. Scully.

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 9, 2021

**COMMITTEE:** Health System Board

**AGENDA ITEM:** I.B. Opening Remarks from the Executive Vice President for Health Affairs

**ACTION REQUIRED:** None

**BACKGROUND:** On February 1, 2020, Dr. Kent became the Executive Vice President for Health Affairs. Dr. Kent has held several leadership positions, including Chief of the combined Division of Vascular Surgery at Columbia and Cornell, Chair of the Department of Surgery at the University of Wisconsin, and most recently Dean of the College of Medicine at The Ohio State University. His background includes substantial experience in growing clinical, research, and educational programs as well as health system management. He is a member of the National Academy of Medicine.

**DISCUSSION:** The Executive Vice President for Health Affairs will provide opening remarks.

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 9, 2021

**COMMITTEE:** Health System Board

**AGENDA ITEM:** I.C. UVA Orthopedics Center, Ivy Road

**ACTION REQUIRED:** None

**BACKGROUND:** Construction of the new, state-of-the-art UVA Orthopedics Center Ivy Road began in October 2018 with UVA Health’s commitment of a \$186M investment to build one of the leading and most innovative musculoskeletal and orthopedic centers in the country. Scheduled to open in early 2022, this cutting-edge, 195,000 square-foot facility dedicated to orthopedic and musculoskeletal care is well-positioned to enable the UVA Department of Orthopedics and the associated musculoskeletal programs to continue their remarkable trajectory of growth.

The vision for the new Center was conceived and carefully shepherded over the past three years with the passion of Dr. Bobby Chhabra, the Lillian T. Pratt Distinguished Professor and Chair of the Department of Orthopedic Surgery. Through Dr. Chhabra’s exceptional leadership and the work of the entire outstanding Orthopedics faculty, the UVA Orthopedics program has been highly successful for years and is one of UVA’s signature clinical programs. Dr. Chhabra and the Orthopedics team have worked tirelessly to ensure that patients treated at the new Center will benefit from the most advanced orthopedics care available, securing a place of notable recognition on the national stage amongst UVA’s academic medical center peers.

**DISCUSSION:** Dr. Chhabra will present an update on the Center, which began its phased opening in November. He will be joined by Dr. James Browne, Vice Chair of Clinical Operations and Division Head of Adult Reconstruction, Clinic Director Catherine Cash, and Nurse Manager Ainsley K. Polson.

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 9, 2021

**COMMITTEE:** Health System Board

**AGENDA ITEM:** I.D. UVA/VCU Pediatric Cardiac Surgery Program

**ACTION REQUIRED:** None

**BACKGROUND:** UVA Health and VCU Health recently announced a 10-year agreement, whereby UVA builds for VCU a strong Pediatric Heart Program in Richmond, further expanding the UVA network across Virginia. This new program is a terrific example of two state institutions working together to better serve pediatric patients in the Commonwealth.

**DISCUSSION:** Dr. James Nataro, Physician in Chief for UVA Children's and the Chair of the Department of Pediatrics, and Dr. James Gangami, Surgical Director of Pediatric Congenital Heart Surgery at UVA, will further explain and discuss the new program.

**UNIVERSITY OF VIRGINIA  
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<b><u>BOARD MEETING:</u></b>	December 9, 2021
<b><u>COMMITTEE:</u></b>	Health System Board
<b><u>AGENDA ITEM:</u></b>	IIA. Medical Center Operations Report
<b><u>ACTION REQUIRED:</u></b>	None

**BACKGROUND:** Wendy Horton became Medical Center CEO in November 2020. She came from The Ohio State University Wexner Medical Center, where she served as Chief Administrative Officer. Prior to Ohio State, Wendy served in several different leadership roles at University of Wisconsin Health, including Vice President of Operations.

**OPERATIONS REPORT**

**Quality and Safety**

Medical Center performance metrics from the clinical operations scorecard that have exceeded previous year's performance during the first quarter of the fiscal year include Pressure Injuries (HAPI) and Patient Falls with Injury. The HAPI prevalence rate stands at 1.10% compared to 1.52% the previous year, with only three events for the entire month of September. Patient Falls have been at or below target for each of the first three months. Rates for the other metrics show opportunities for improvement in comparison to both targets and previous year performance.

To address these opportunities, a commitment to reinvigorate system-wide problem identification and solving through reinforcement of the Daily Management System is underway. Ensuring that all team members and leaders have the capabilities needed to fully implement and operate the system will involve education and development opportunities at all levels. A series of required courses is under development to build on the past behaviors that successfully addressed these areas.

**Patient Experience**

In fiscal year 2021, 213 doctors, nurse practitioners, physician assistants, and dentists achieved a rating in the 90th percentile or above. From inpatient units, outpatient clinics, and other service areas, 126 teams were recognized in one of two categories:

- Most Improved – Overall percentile ranking improved by greater than or equal to 20 points over the previous year and had a minimum return size of 40



- Top Performer – Scored in the 90th percentile and above in the patientsurveys used to measure patient’s perception and had at least 40 returns

Inpatient experience as defined by the overall hospital rating of 9s and 10s for first-quarter FY2022 is 77.2% (77th percentile), above FY2021 76.2% (71st percentile), and slightly below target of 77.8%. Environmental Services and Food and Nutrition Services scores experienced strong performance. We are still amid the long-lasting impacts of the COVID-19 crisis and an exacerbation of staffing shortages. Various purposeful rounding efforts are underway to address patient needs.

Outpatient clinic patient experience survey transitioned to a new and shorter Medical Practice Targeted Survey. The overall question is the “likelihood of recommending your practice to others.” For the first-quarter FY2022, data reflects a score of 95.4% (69th percentile). Scores are below goal (96.7%) and below FY2021 (93.6%).

Emergency Department patient experience for first-quarter FY2022 is 77.0% (33rd percentile), below FY2021 (81.1%), and below target (84.6%). Like Inpatient, the Emergency Department continues to be impacted by COVID-19 and staffing shortages. Leaders are working to stabilize staffing and focus on patient throughput by triaging patients upon arrival and monitoring during the waiting period.

### **Staff Recruitment and Retention**

The Medical Center has prioritized compensation as essential to operations, committing more than \$30M to increased compensation, including market pay adjustments for much of our workforce, a significant budget increase over previous years. This is significant progress, but it is just a starting point. In January, another market review with refreshed data will be completed to see if there have been any major shifts that impact planning. The Medical Center is committed to achieving a competitive market pay position for team members.

Improving team member engagement is an ongoing priority. Recognition programs continue to occur, though still modified for COVID-19 regulations. Plans for the end-of-year and holiday celebration approaches are being finalized now, including meals for those working on the upcoming holidays. Talent Management is partnering with the Be Safe team to support their efforts in re-education in utilizing the Be Safe infrastructure. We also continue to support nursing retention efforts and are currently working with the Magnet team on a learning needs assessment for 2022. The FY2022 performance management cycle kicked off with goal-setting and continuation of recommended frequent check-in conversations.

### **Leadership Appointments**

The Medical Center recently announced three new leadership appointments. First, Kathy

Baker, PhD, RN, NE-BC, began on October 17 as the new Chief Nursing Officer. Ms. Baker comes to UVA from VCU Health, where she has more than two decades in nursing leadership, including most recently as Associate Chief Nurse and Associate Vice President of Nursing. Veronica Brill, MSN, RN, NEA-BC, who has served as Interim Chief Nursing Officer since March, has been named Associate Chief Nursing Officer. Lastly, Nelson Figueroa, RN, MBA, FACHE, has been named Administrator of Emergency Medicine and Services, effective November 29. Mr. Nelson has more than two decades of progressive leadership in emergency departments and comes to UVA from Boston Medical Center — the largest and busiest provider of trauma and emergency services in New England — where he is Associate Chief Nursing Officer for the Emergency Department.

### **Transitional Care Hospital**

The Transitional Care Hospital's volumes are below budget, but expenses are being managed by flexing operations to meet demand. The quality of care provided remains excellent, with the mortality rate year-to-date is as 0.0%, compared to the case mix index weighted national benchmark data of 12.85%. Acquired C. Difficile rate remains at zero for this quarter, for the fifth continuous quarter, compared to the Expected National Health Safety Network Standardized Infection Rate of 1.0. TCH is currently in the top decile of national LTACH performance in this metric and has not observed any hospital-acquired C. Diff transmissions since June 2020. In addition, the ventilator weaning rate is 100%, which is much better than the CMI weighted national average performance of 55.33% observed in other long-term acute care providers.

### **Recent Designations and Re-certifications**

The Virginia Department of Health completed successful surveys of the Amherst and Lynchburg Dialysis Centers and Culpeper Dialysis Center (for home hemodialysis).

The American Society of Histocompatibility and Immunogenetics completed a successful inspection of the Human Leukocyte Antigen Lab.

The American Society of Health System Pharmacists completed a successful survey for accreditation of the Emergency Medicine Post-graduate Pharmacy Residency Program for 8 years (until 2029).

The Virginia Board of Pharmacy completed a successful compounding survey of the Community Oncology—Pantops Infusion Pharmacy.

The American Nurses Credentialing Center completed a successful accreditation survey for the Nurse Residency Program.

The Human Resource Services Administration conducted a successful administrative review of the Ryan White program in the Infectious Disease clinic.

The Joint Commission completed successful Disease Specific Certification surveys for the Ventricular Assist Device and Total Joint Replacement programs.

The National Cancer Institute awarded the University of Virginia Cancer Center a Comprehensive Cancer Center designation effective February 1, 2022.

**UNIVERSITY OF VIRGINIA  
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**BOARD MEETING:** December 9, 2021

**COMMITTEE:** Health System Board

**AGENDA ITEM:** II.B. ACGME Institutional Self-Study Summary Form

**ACTION REQUIRED:** None

**BACKGROUND:** The Accreditation Council for Graduate Medical Education (ACGME) requires an annual report to the Health System Board. This fall, UVA Health submitted the Institutional Self-Study in September, inserted below.

**Question 1: Institutional Self-Study Team**

Who was included in the Institutional Self-Study team and why? List by name, role, and title. (Maximum 300 words.)

Wendy Horton PharmD, MBA, CEO Medical Center  
Reid Adams, MD, Chief Medical Officer  
Susan Kirk, MD, DIO and Associate Dean for GME  
Diane Farineau, MA, Director, Office of GME  
Ranithra Chelliah, Finance Specialist, Office of GME  
Sarah Oh, PhD, Institutional Coordinator  
Cherise Brackett, MD, PGY-2 Pediatrics, Chair, Housestaff Council for Diversity and Inclusion  
Erawadi Singh, MD, PGY-3 Psychiatry, Housestaff Council Co-president  
Jarred Strickling, MD, PGY-2 Internal Medicine, Housestaff Council Co-president  
Brad Kesser, MD, Otolaryngology, Associate DIO  
JT Hall, MSN, RN, CNL, Direct of Nursing Practice, Magnet  
Meg Keeley, MD, Interim Senior Associate Dean for Education  
Monica Lawrence, MD, Program Director, Allergy and Immunology  
Wendy Novicoff, PhD, Faculty Orthopaedic Surgery and Public Health Science

Art Saavedra, MD, Chair, Department of Dermatology, Chief of Population Health and Health Policy

Karen Warburton, MD, Director of Physician Wellness

Members were chosen for their known advocacy of and expertise within Graduate Medical Education and their representation of key constituencies within the UVA Health System.

### **Question 2: Sponsoring Institution Mission**

State the Sponsoring Institution's graduate medical education (GME) mission. (Maximum 250 words.)

Graduate Medical Education at UVA Health will provide a just and supportive learning environment which promotes diversity, equity and inclusion. A comprehensive education in medical knowledge, healthcare disparities, interprofessional teamwork, and patient safety will allow the development of outstanding and compassionate healthcare providers who advance medical science. [This mission statement was drafted by the Self-Study team and reviewed and approved by the GMEC in June 2021.]

### **Question 3: Opportunities for the Sponsoring Institution**

Describe important opportunities for the Sponsoring Institution. (Include information gathered for the Institutional Self-Study, and the Institutional Self-Study team's analysis of institutional performance, to discuss the Sponsoring Institution's environmental context. Maximum 250 words.)

The Self-Study team analyzed data from its prior Annual Institutional Reviews as well as data from our CLER reports as its starting foundation. We then invited the entire GME Community (GME trainees, Program Directors, Program Coordinators) to participate in a SWOT analysis where they provided in comments either anonymously or by email. From this information, several themes emerged that represent opportunities for UVA:

1. Academic and Career Development opportunities for both learners and faculty can be strengthened, and presented in a way that ensures success as viewed in a continuum.
2. While UVA has made strides to improve Diversity, Equity and Inclusion, it is clear that much more can be done in this area, especially if resources are combined.
3. The UVA GME Community can benefit from improving its internal and external relationships. This includes how we work with other members of the patient care team, but also how we become better partners with the Charlottesville, Virginia community. The former is directly related to opportunities to improve physician and team member wellness, and the latter synchronizes GME efforts with those of the larger University and its 2030 plan.
4. We have an opportunity to highlight the tremendous value that our residents and fellows bring to the institution. Previously, GME issues were not included as part of the Sponsoring Institution's strategy.
5. While UVA recently has maintained an outstanding accreditation record, we must be open to innovative changes that will enhance education and UVA's reputation.

#### **Question 4: Threats Facing the Sponsoring Institution**

Describe real or potential challenges that may affect the Sponsoring Institution's ability to achieve its aims. (Maximum 250 words.)

1. The long history of racist and sexist behavior by the University, as well as more recent events of the 2017 Unite The Right white supremacist rally, create challenges for recruiting trainees and faculty to learning and working at UVA.
2. Difficulties of living in a moderately-sized college town, which have been exacerbated by the COVID-19 pandemic, have led to a loss of faculty in many departments.
3. The corporatization of health care in general, and the clinical demands placed on many of our faculty, trainees, and other team members, places them at increased risk for burnout and other stress-related conditions and leads to a decrease in wellness. It also creates negative relationships among patient care team members.
4. The shortage of nurses, advanced practice providers, and other team members, worsened significantly by the COVID-19 pandemic, may limit the ability of UVA to provide clinical services necessary for the education and training of our residents and fellows.
5. The huge impact of COVID-19, now partially negated by scientific advances related to its management and care, should remind us that there may be challenges in our future, related to disease, climate change, political unrest, or similar disrupting events, that for now remain unrealized, or unknown.

#### **Question 5: Sponsoring Institution Aims**

Describe three to five aims related to the Sponsoring Institution's GME mission, and informed by the Institutional Self-Study team's analysis. (Maximum 150 words.)

1. **Academic Development:** We must develop the infrastructure so that all members of the GME Community succeed. This includes all learners within the Health System, but particular attention should be given to ensuring the success of our Program Directors, Program Coordinators, Core Faculty and GME Trainees.
2. **Diversity, Equity, and Inclusion:** We must continue and further expand our efforts to increase the diversity of our team members and ensure that they work and learn in an equitable and inclusive environment.
3. **Community Relations:** We must strive to improve our relationships, both with one another, as well as with our external community to enhance our own well-being, and that of all of our patients.
4. **Strategy:** GME must have a voice in defining the overall strategy of the Health system and all of its components, and a seat at the table where decisions are made.
5. **Innovation:** We must evolve from an institution which merely meets the requirements of accreditation to one that enhances the reputation of UVA by innovation in education, patient care, and research.

### **Question 6: Aims Linked to National Learning Community for Sponsoring Institutions**

If applicable, identify any institutional aims that are aligned with the work of the ACGME's national learning community for Sponsoring Institutions. (Maximum 200 words.)

We did not use the National Learning Community while conducting our Self-Study.

### **Question 7: Advancing the Aims**

Describe current resources, processes, activities, and/or policies that contribute to advancing these aims. (Maximum 250 words.)

An important outcome of our self-study was gaining awareness that our GME Community, and specifically those engaged in efforts related to well-being, DEI, or the running of residency or fellowship programs are stretched to capacity. Simply asking everyone to do more with no increase in personnel or resources will not allow us to achieve our goals. Specifically, we will seek approval for the following personnel, effort, or funds:

- Additional faculty member to support Physician Wellness and COACH programs
- Additional hiring of SOM faculty who fulfill our mission of Diversity (consistent with UVA's Racial Equity Task Force goals)
- Protected time for faculty to participate in QPI projects related to efforts to improve team member interactions; commitment from Unit-Based Leaders for assistance
- 0.5-1.0 FTE dedicated to providing mental health services to trainees/other learners
- Program Manager who will reside in GME Office to coordinate efforts towards Self-Study goals
- Funding critical to accomplishing DEI goals, including annual budgets for HCDI, Second Look Weekends and the Trainee Diversity and Inclusion Symposium; scholarships for visiting 4<sup>th</sup> year students; curricular development for an Institutional Leadership Track

Moreover, the Institution must dedicate efforts to supporting the SubAims outlined for Community Engagement, Innovation and Strategy. We believe these resources already exist within the Health System but should be reallocated to support the Self-Study goals.

Finally, the School of Medicine should examine its policies towards Promotion and Tenure to remove obstacles associated with the failure to hire or retain women or minority faculty.

### **Question 8: Sponsoring Institution Actions**

Describe actions that the Sponsoring Institution will take over the next three to five years to achieve each aim. (Maximum 350 words)

The Institutional Self-Study was finalized in advance of several other important initiatives that are occurring within our Health System. We expect our Specific Aims to overlap with those that emerge from these system-wide goals. Specifically, the Health System has embarked upon its own strategic planning involving its four main missions: Clinical Care, DEI, Education, and Research. Dr. Kirk, as DIO and Associate Dean for GME, is one of the co-leaders of the Education planning process and will bring her knowledge of the Self-Study goals to the larger planning process. Moreover, the Health System is fortunate to have hired Dr. Tracy Downs as its first Chief of Diversity and Community Engagement. Dr. Downs just began in his role at UVA and is in the process of setting his own agenda, but will be instrumental in ensuring that the goals that fall under his purview come to fruition.

Nevertheless, we learned from the Self-Study process that without support from those outside the immediate GME Community that our efforts will stagnate or fail (similar to what has happened with those previously set during our AIRs). Therefore, we will employ the following implementation and monitoring plans, to be operationalized by the GME Office staff and overseen by the GMEC:

- 1) The Institutional Self-Study team will continue to meet quarterly until our accreditation site visit, after which they will meet semi-annually. Their initial task will be to enumerate and prioritize the SubAims, and develop a realistic time table for their completion.
- 2) The annual budget for the GME Office will include funding necessary to achieve the Specific Aims.
- 3) The GMEC will have a standing agenda item to discuss progress towards its Specific Aims, as well as any obstacles encountered in reaching them. A comprehensive report will be given the month following the meeting of the Self-Study team.
- 4) In her annual report to the Clinical Staff Executive Committee and Board of Visitors (our governing body), the DIO or her successor will provide updates on achieving our Specific Aims, as well as any obstacles encountered during their implementation.



**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 9, 2021

**COMMITTEE:** Health System Board

**AGENDA ITEM:** III. School of Medicine Report

**ACTION REQUIRED:** None

**BACKGROUND:** Melina R. Kibbe, MD, is Dean of the School of Medicine and Chief Health Affairs Officer of UVA Health. A member of the National Academy of Medicine, Dr. Kibbe is the editor of the *Journal of the American Medical Association (JAMA) Surgery*, a respected clinician, funded investigator, and highly recognized educator. Prior to coming to UVA, she was Chair of the Department of Surgery at the University of North Carolina.

**DISCUSSION:**

**Physician Retention & Compensation**

Similar to health systems around the country, UVA Health faces staff and nursing shortages. In the midst of this crisis, physician retention is one of UVA Health's strengths. The data for FY21 just became available, and UVA the School of Medicine is in the top decile nationally with clinical faculty voluntary turnover (excluding retirements) at just 2.7 percent (24 of 896 faculty). This is lower than FY20, which was 3.7% (29 of 783). For all faculty, voluntary turnover, including retirements, was 4.8% (60 of 1245) for FY21, down from 6.0% (71 of 1193) for FY20. These data are well below the AAMC national average for faculty voluntary departures of 9.6%. This is great news for UVA Health and the School of Medicine and positions the organization well for the future.

The School has committed to performing a gender pay equity analysis. The completion of this analysis, and remediation of any potential inequities found, is a top priority and is foundational to creating a centralized faculty compensation plan. The process of developing the new compensation plan will begin in early 2022.

**Leadership Searches**

The School of Medicine recently named Jeremy Sibiski, MBA, MHA, as Chief Operating Officer and announced an expanded role for Associate Dean for Finance and Administration, Allison Holt, BA, CPA.

Jeremy Sibiski joins the School of Medicine leadership team as Chief Operating Officer, effective January 1, 2022. He is relocating from the University of Florida, where he is the Executive Director for Finance and Administration and Executive Vice President of

the Florida Clinical Practice Association. His office serves the University of Florida College of Medicine by leading the budgeting and financial reporting operations while also supporting faculty and staff recruitment and retention. Mr. Sibiski began his tenure with the University in 2010 as Chief Financial Officer for the Department of Medicine, then progressed to the Associate CFO for the College of Medicine in 2011. He has held his current position since 2016. Prior to working in an academic medical center, he was in hospital administrative roles at the Curtis and Elizabeth Anderson Cancer Institute (Savannah) and the Munroe Regional Medical Center (Ocala, FL). He also spent three years of active duty in the U.S. Navy at the Naval Hospital in South Carolina as a Department Head and Lieutenant. He holds master's degrees in Business Administration and Health Administration from the University of Florida.

Allison Holt will have an expanded role as the Associate Dean for Finance and Administration in the School of Medicine, effective immediately. This added level of responsibility will allow the Dean's Office to closely partner with the UVA Health operations, UPG, and the University, lending cohesiveness and effectiveness as the School pursues the four missions of education, research, clinical care, and community involvement. Prior to her current appointment in 2020, Ms. Holt served as Controller for the School of Medicine for eight years. She has held progressively advanced financial and operational roles with UVA since 2004. She holds a bachelor's degree in Business Administration and is a certified public accountant. Ms. Holt has a deep understanding of the financial operations and will be a key leader, along with Mr. Sibiski, in implementing the strategic vision of the School and UVA Health.

In addition to the ongoing searches for new chairs of the Departments of 1) Obstetrics and Gynecology, 2) Surgery, and 3) Microbiology, Immunology, and Cancer Biology, the School of Medicine is starting additional searches for chairs of the Departments of 4) Plastic Surgery, 5) Biochemistry and Molecular Genetics, and in partnership with the School of Engineering, 6) Biomedical Engineering. Lastly, due to the retirement of Polly King, our Chief of Staff, the SOM has opened a search for a new Chief of Staff.

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<b><u>AGENDA ITEM:</u></b>	IV. School of Nursing Report
<b><u>ACTION REQUIRED:</u></b>	None

**BACKGROUND:** Pamela Cipriano, PhD, was appointed as Dean and the Sadie Heath Cabaniss Professor at the School of Nursing in August 2019. A two-term president of the American Nurses Association (2014-2018), representing the interests of the nation's four million registered nurses, she was formerly the Chief Nursing Officer at UVA Health who led the Medical Center to its first Magnet designation in 2006. Dean Cipriano is currently the first Vice President of the International Council of Nurses, an advocate for strengthening nursing's influence on healthcare policy, and a leader in the effort to advance the roles and visibility of nurses.

**DISCUSSION:**

**Academics**

*U.S. News & World Report* released its first-ever sub-rankings of undergraduate nursing programs in mid-September. UVA's BSN program is tied for No. 10 in the nation. The School's graduate programs are ranked among the nation's top 3%, and the School remains among the top 10 public nursing programs in the nation, according to *U.S. News & World Report's 2022 Best Grad Schools Guide*.

With UVA Wise, the School established a new satellite Family Nurse Practitioner master's program in Southwest Virginia. UVA School of Nursing faculty will teach live, online courses as well as periodic in-person labs and learning that will take place in Charlottesville. The first cohort begins in fall 2022.

There has been strong interest in the School's new transfer-in option to our BSN program, which, so far this application season, has resulted in 97 applicants, including 81 to the Accelerated 2-Year Program (71 external and 10 from inside UVA), and 14 for the 3-Year Transfer Pathway (7 from outside UVA and 7 from within). The first cohort arrives in May 2022.

In October, associate professor Virginia LeBaron was inducted as a Fellow of the American Academy of Nursing; Academy Fellows are nursing's most accomplished leaders in education, management, practice, and research. In October, Dean Pamela Cipriano was

elected president of the International Council of Nurses and assumed the presidency on November 4.

### **Simulation Learning Expanded**

With the School of Medicine, the School of Nursing in mid-September established an agreement to formalize the sharing of simulation lab and learning assets, augment efficiency, and facilitate interprofessional and interdisciplinary learning between medical and nursing students. The new agreement establishes the UVA Healthcare Simulation Collaborative, headed by Ryne Ackard, Assistant Professor of Nursing and, now, the Collaborative's operations director. The agreement brings the total amount of accessible simulation learning space to more than 30,000 square feet.

Phase 1 of the Clinical Simulation Learning Center's \$2.1M expansion is now complete, and in its final phase of construction, will create dedicated lab space for dissection, practice, and suture labs and private rooms for more complex physical examination practice will be complete by spring 2022. The expansion allows the lab to increase its delivery of clinical hours, an important factor during the pandemic when preceptors are scarce and clinical experiences are limited. One-quarter of pre-licensure nursing students' clinical hours may take place in a sim lab, per Virginia Board of Nursing regulations.

### **Student Honors**

PhD candidate Veronica Bernacchi earned a grant from the Rural Nurses Association for her dissertation study on the unique needs of rural cancer survivors, their distinct support systems, and why their uptake of psycho-social referrals tends to be low.

PhD candidate Simone Jaeckl, a member of the Charlottesville Sex Trafficking Task Force, is [featured for her work](#) to assess Virginia school nurses' readiness to understand and advocate for children being sex trafficked and create new learning interventions to arm them to identify it, advocate for, and help these children.

Several undergraduate students who work as research assistants for nurse scientists on faculty are [featured in a video and story](#) about the transformative effect of those exposures.

### **Philanthropy**

In his 10<sup>th</sup> consecutive running of the Boston Marathon, President James Ryan's "Run for Nurses" campaign raised more than \$14,000 in scholarships for nursing students from more than 40 donors.

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 9, 2021

**COMMITTEE:** Health System Board

**AGENDA ITEM:** VII. Health System Consolidated Financials Fiscal 2022 Year-to-Date

**ACTION REQUIRED:** None

**BACKGROUND:** UVA Health prepares a comprehensive financial package at least monthly and reviews it with the Executive Vice President for Health Affairs and other executive leaders of the University before submitting the report to the HSB.

Douglas E. Lischke serves as UVA Health’s Chief Financial Officer. Prior to coming to UVAH, he was the Associate Vice President for Financial Services and Controller for Wake Forest Baptist Medical Center. He is an active Certified Public Accountant and a Certified Healthcare Finance Professional with more than 25 years of financial management experience.

**FINANCE REPORT**

Overall, despite the pandemic, UVA Health’s operating income is favorable to budget for the three months ended September 30, 2021.

	<b>Operating Income</b>			<b>Operating Margin</b>		
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Pr Year</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Pr Year</u></b>
Medical Center	33.1	29.8	16.8	6.4%	5.9%	3.6%
Community Health	1.4	(1.9)		1.2%	-1.8%	
UPG - SOM Clinical	8.4	(3.3)	0.7	6.1%	-2.5%	0.6%
SOM Academic	8.4	4.2	3.8	6.2%	3.1%	3.2%
SON Academic	0.8	(0.0)	1.4	10.9%	-0.6%	22.2%
Health Sciences Library	(0.4)	(0.4)	0.0	-23.9%	-27.2%	0.7%
Health System Support/Transfers	(10.3)	(10.2)	(12.4)			
<b>UVA Health</b>	<b>41.5</b>	<b>18.2</b>	<b>10.4</b>	<b>4.7%</b>	<b>2.2%</b>	<b>1.5%</b>

## **UVA Medical Center**

For the first quarter of Fiscal Year 2022, the operating income was \$33.1M, resulting in a 6.4% operating margin and yielding a \$3.3M favorable budget variance. The patient population had a higher acuity which also contributed to net revenue. The all payer case mix was 2.37 and exceeded budget by 4.7%. The operating margin is supported by imaging, dialysis, the transitional care hospital, home health and the management of shared services expenses. The Medical Center generated \$58.6M in cash from operations (EBITDA) after transfers and cash reserves totaled 283 days, which was bolstered by Federal Loan funds of \$140.9M as well as strong investment returns. Excluding this \$140.9M, which must be repaid, cash reserves totaled 255 days. Total expenses adjusted for volume and acuity were 0.3% unfavorable to budget.

Total paid employees, including contracted employees, were 232 under budget. Contract labor is composed primarily of nurse travelers and individuals employed by the School of Medicine and contracted to the Medical Center. The Medical Center utilized 275 nurse travelers.

	<b><u>FY2022</u></b>	<b><u>2022 Budget</u></b>
Employee FTEs	8,284	8,821
Contract Labor FTEs	417	112
Salary, Wage and Benefit Cost / FTE	\$92,405	\$89,042
Total FTEs	8,701	8,933

## **UVA Community Health**

For the first quarter of Fiscal Year 2022, the operating income for all business units was \$1.4M, resulting in a 1.2% operating margin and yielding a \$3.3M favorable budget variance. Net Revenue exceeded plan as volumes across the three acute facilities were stronger than budgeted, driven by ER and deliveries (up 20% to plan).

## **Transitional Care Hospital**

For the first quarter of Fiscal Year 2022, the operating loss for the Transitional Care Hospital (TCH) was \$1.2M, yielding a favorable budget variance of \$0.1M. Staffing challenges related to COVID-19 issues caused a reduction in capacity and negatively impacted admissions and discharges. TCH admitted 38 patients, and 74% of those were from the Medical Center. The all payer case mix was 1.32, which exceeded budget by 36% and favorably impacted revenue.

Through cost savings generated by caring for patients in a lower-cost setting, TCH provided a \$0.05M benefit to the system in addition to freeing up beds at the Medical Center.

### **UVA Physicians Group (Clinical Enterprise)**

Through the first quarter of Fiscal Year 2022, the Physicians Group (UPG) produced an operating surplus of \$8.4M, which was \$11.7M favorable to budget and \$7.7M favorable to the prior year. Favorable results were driven by higher than plan patient volumes and cost savings from social distancing and remote work. These results include \$8.7M in support towards the Academic Mission.

### **UVA School of Medicine (Academic Enterprise)**

Through the first quarter of Fiscal Year 2022, the School of Medicine generated an \$8.4M surplus yielding a \$4.6M favorable variance to budget. This is primarily related to favorable gift revenues, utilization of state funds, and controlled spending. The surplus from recurring operations was \$14.8M surplus, offset by strategic investments of \$6.4M, which is funded by the Dean's reserves.

### **UVA School of Nursing (Academic Enterprise)**

The School of Nursing had a favorable variance for Quarter 1. Non-personnel expenditures were lower in the first quarter as professional development and activities related to recruitment occur later in the fiscal year. Salary expenditures are in-line with some positive variance from some unfilled faculty vacancies.

**University of Virginia Medical Center**  
**Income Statement**  
(Dollars in Millions)

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-19	Sep-20	Sep-21	Sep-21
Net patient revenue	\$437.9	\$445.5	\$620.3	\$592.0
Other revenue	<u>11.0</u>	<u>13.9</u>	<u>16.7</u>	<u>17.8</u>
Total operating revenue	<u>\$449.0</u>	<u>\$459.3</u>	<u>\$637.1</u>	<u>\$609.8</u>
Operating expenses	403.3	407.3	558.2	534.3
Depreciation	26.1	30.9	38.1	38.7
Interest expense	<u>4.7</u>	<u>4.4</u>	<u>6.2</u>	<u>8.8</u>
Total operating expenses	<u>\$434.1</u>	<u>\$442.6</u>	<u>\$602.5</u>	<u>\$581.9</u>
Operating income (loss)	<u>\$14.9</u>	<u>\$16.8</u>	<u>\$34.5</u>	<u>\$27.9</u>
Non-operating income (loss)	(\$28.2)	<u>\$64.1</u>	<u>\$14.7</u>	<u>\$12.9</u>
Net income (loss)	<u>(\$13.3)</u>	<u>\$80.9</u>	<u>\$49.2</u>	<u>\$40.8</u>
Principal payment	\$5.2	\$5.4	\$5.4	\$5.4



**University of Virginia Medical Center**  
**Balance Sheet**  
(Dollars in Millions)

Description	Most Recent Three Fiscal Years		
	Sep-19	Sep-20	Sep-21
<b>Assets</b>			
Operating cash and investments	\$58.8	\$258.5	\$295.7
Patient accounts receivables	259.9	234.3	361.5
Property, plant and equipment	1,286.9	1,361.5	1,650.9
Depreciation reserve and other investments	455.1	450.2	520.3
Endowment Funds	673.0	710.9	962.8
Other assets	<u>278.7</u>	<u>298.2</u>	<u>257.6</u>
<b>Total Assets</b>	<u>\$3,012.3</u>	<u>\$3,313.7</u>	<u>\$4,048.8</u>
<b>Liabilities</b>			
Current portion long-term debt	\$21.7	\$21.5	\$25.8
Accounts payable & other liab	131.3	118.1	209.9
Long-term debt	756.5	741.0	896.5
Accrued leave and other LT liab	<u>395.7</u>	<u>577.7</u>	<u>656.0</u>
<b>Total Liabilities</b>	<u>\$1,305.2</u>	<u>\$1,458.3</u>	<u>\$1,788.2</u>
<b>Fund Balance</b>	<u>\$1,707.1</u>	<u>\$1,855.4</u>	<u>\$2,260.6</u>
<b>Total Liabilities &amp; Fund Balance</b>	<u>\$3,012.3</u>	<u>\$3,313.7</u>	<u>\$4,048.8</u>

**University of Virginia Medical Center  
Financial Ratios**

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-19	Sep-20	Sep-21	Sep-21
Operating margin (%)	3.3%	3.6%	5.4%	4.6%
Current ratio (x)	2.1	3.5	2.8	2.0
Days cash on hand (days)	210	274	242	190
Gross accounts receivable (days)	50.7	49.2	45.4	50.0
Annual debt service coverage (x)	1.8	11.8	8.1	3.6
Debt-to-capitalization (%)	32.8%	30.5%	30.3%	34.0%
Capital expense (%)	7.1%	8.0%	7.4%	8.2%

**University of Virginia Medical Center  
Operating Statistics**

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-19	Sep-20	Sep-21	Sep-21
Acute Discharges - MC only	7,120	6,745	6,623	7,237
Patient days - MC only	48,815	49,055	48,953	51,741
Observation Billed Encounters - MC only	1,299	1,421	1,582	1,258
All Payor CMI Adj Avg Length of Stay - MC only	3.08	3.12	3.10	3.01
OP Billed Encounters - MC only	208,115	206,227	227,916	196,757
ER Billed Encounters - MC only	11,407	9,195	10,813	9,012
All Payor CMI - MC Only	2.12	2.28	2.37	2.26
FTE's (including contract labor) - MC only	8,894	8,474	8,701	8,933

**SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES**  
**Fiscal Year to Date September 30, 2021 with Comparative Figures for Prior Fiscal Year**

OPERATING STATISTICAL MEASURES									
DISCHARGES and CASE MIX - Year to Date				OTHER INSTITUTIONAL MEASURES - Year to Date					
	Actual	Budget	% Variance	Prior Year		Actual	Budget	% Variance	Prior Year
<b>DISCHARGES</b>					<b>ACUTE INPATIENTS</b>				
Medical Center	6,582	7,156	(8.0%)	6,686	Inpatient Days - MC	47,890	48,661	(1.6%)	47,082
Transitional Care	41	81	(49.4%)	59	Inpatient Days - CH	13,774	14,493	(5.0%)	13,132
Community Health	3,629	3,744	(3.1%)	3,465	All Payor CMI Adjusted ALOS - MC	3.10	3.01	(3.1%)	3.12
Total Discharges	10,252	10,981	(6.6%)	10,210	All Payor CMI Adjusted ALOS - CH	2.81	2.98	5.4%	2.56
Adjusted Discharges - MC	15,661	16,137	(2.9%)	15,246	Average Daily Census - MC	521	529	(1.6%)	512
Adjusted Discharges - CH	10,717	10,127	5.8%	9,565	Average Daily Census - CH	143	157	(8.9%)	148
Total Adjusted Discharges	20,519	21,100	(2.8%)	23,078	Births - MC	589	526	12.0%	518
<b>CASE MIX INDEX</b>					Births - CH				
All Payor CMI - UVA Hosp & Clinics	2.37	2.26	4.7%	2.28		745	601	24.0%	661
All Payor CMI - CH	1.35	1.30	3.8%	1.48	<b>SURGICAL CASES</b>				
<b>OUTPATIENT BILLED ENCOUNTERS</b>					UVA Main Hospital Operating Room				
Medical Center	227,916	196,757	15.8%	206,227	Battle	4,768	4,827	(1.2%)	4,633
Community Health	63,702	64,702	(1.5%)	58,573	Monticello Surgery Center	2,878	3,106	(7.3%)	3,276
Emergency Room - MC	10,813	9,012	20.0%	9,195	Community Health	1,836	1,512	21.4%	-
Emergency Room - CH	27,412	22,655	21.0%	20,475	Total	1,970	1,962	0.4%	1,828
					Total	11,452	11,407	0.4%	9,737

OPERATING FINANCIAL MEASURES									
REVENUES and EXPENSES - Year to Date				OTHER INSTITUTIONAL MEASURES - Year to Date					
	Actual	Budget	% Variance	Prior Year		Actual	Budget	% Variance	Prior Year
(\$s in thousands)					(\$s in thousands)				
<b>NET REVENUES</b>					<b>NET REVENUE BY PAYOR</b>				
Net Patient Service Revenue	\$620,342	\$591,965	4.8%	\$445,491	Medicare	\$158,115	\$165,158	(4.3%)	\$119,526
Other Operating Revenue	16,742	17,847	(6.2%)	13,852	Medicaid	132,996	119,591	11.2%	115,420
Total	\$637,084	\$609,812	4.5%	\$459,342	Commercial Insurance	92,316	83,386	10.7%	72,378
<b>EXPENSES</b>					Anthem				
Salaries, Wages & Contract Labor	\$267,008	\$251,807	(6.0%)	\$195,522		141,265	139,354	1.4%	100,142
Supplies	166,339	152,055	(9.4%)	124,006	Aetna	49,810	40,292	23.6%	34,209
Contracts & Purchased Services	124,864	130,419	4.3%	87,802	Other	45,841	44,184	3.7%	3,816
Depreciation	38,096	38,750	1.7%	30,856	Total Paying Patient Revenue	\$620,342	\$591,965	4.8%	\$445,491
Interest Expense	6,239	8,849	29.5%	4,394	<b>OTHER</b>				
Total	\$602,547	\$581,879	(3.6%)	\$442,579	Collection % of Gross Billings	28.0%	27.3%	2.7%	26.9%
Operating Income	\$34,537	\$27,933	23.6%	\$16,763	Days of Revenue in Receivables (Gross)	45.4	50.0	9.3%	49.2
Operating Margin %	5.4%	4.6%		3.6%	Cost per CMI Adjusted Discharge	\$13,150	\$13,112	(0.3%)	\$12,785
					Total F.T.E.'s (including Contract Labor)	10,794	11,181	3.5%	10,418
					F.T.E.'s Per CMI Adjusted Discharge	24.2	25.3	4.6%	20.7

University of Virginia Medical Center  
**SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES**  
Fiscal Year to Date September 30, 2021 with Comparative Figures for Prior Fiscal Year

**Assumptions - Operating Statistical Measures**

**Discharges and Case Mix Assumptions**

Discharges include all admissions except normal new borns  
TCHcases are those discharged from the TCH, excluding any Medicare interrupted stays  
Observations are for billed encounters only  
Case Mix Index for All Acute Inpatients is All Payor Case Mix Index from Stat Report

**Other Institutional Measures Assumptions**

Patient Days, ALOS and ADC figures include all patients except normal new borns  
Surgical Cases are the number of patients/cases, regardless of the number of procedures performed on that patient

**Assumptions - Operating Financial Measures**

**Revenues and Expenses Assumptions:**

Medicaid out of state is included in Medicaid  
Medicaid HMOs are included in Medicaid  
Physician portion of DSH is included in Other  
Non-recurring revenue is included

**Other Institutional Measures Assumptions**

Collection % of Gross Billings includes appropriations  
Days of Revenue in Receivables (Gross) is the BOV definition  
Cost per CMI Adjusted Discharge uses All Payor CMI to adjust

# **ATTACHMENT**



**AMENDED AND RESTATED  
BYLAWS  
OF THE CLINICAL STAFF  
OF THE  
UNIVERSITY OF VIRGINIA MEDICAL CENTER**

September 19, 2002  
REVISED September 1, 2005  
REVISED October 2, 2008  
REVISED February 5, 2009  
REVISED September 14, 2010  
REVISED September 15, 2011  
REVISED May 21, 2012  
REVISED September 17, 2015  
REVISED February 28, 2018  
Revised March 4, 2021  
[Revised December 10, 2021](#)

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**AMENDED AND RESTATED  
BYLAWS  
OF THE CLINICAL STAFF  
OF THE UNIVERSITY OF VIRGINIA MEDICAL CENTER**

**PREAMBLE**

WHEREAS, the University of Virginia Medical Center (“Medical Center”) and University of Virginia Transitional Care Hospital (“Transitional Care Hospital” or “TCH”) ~~are is an~~ integral parts of the University of Virginia, which is a public corporation organized under the laws of the Commonwealth of Virginia and an agency of the Commonwealth, and its health system (hereinafter “UVA Health”); ~~and~~

WHEREAS, the Medical Center is an academic medical center comprised of an acute care teaching hospital, a Children’s Hospital within that hospital, outpatient clinics, clinical outreach programs, and related health care facilities, as designated by the ~~Operating Board of the University of Virginia Medical Center~~ Health System Board from time to time, which provide inpatient and outpatient medical and dental services, and health sciences education and related clinical research in conjunction with the University of Virginia School of Medicine and the University of Virginia School of Nursing; and

WHEREAS, the Transitional Care Hospital is a long term acute care hospital located in Charlottesville, Virginia; and

WHEREAS, the Medical Center and TCH have heretofore had separate clinical staffs to whom the Health System Board, as the governing body, has delegated the responsibility for the provision of quality clinical care provided throughout the Medical Center and TCH respectively (the “Clinical Staffs”); and

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~~WHEREAS, the Operating Board of the University of Virginia Health System is the governing body for the Medical Center and has delegated to the Clinical Staff the responsibility for the provision of quality clinical care it provides throughout the Medical Center; and~~

WHEREAS, on (XXXXXXXXXXXXXXXXXX date) the Health System Board authorized the unification of the Clinical Staffs; and

WHEREAS, ~~these Clinical Staff~~ Bylaws of each of the Medical Center and TCH have heretofore set forth the requirements for membership on the Clinical Staff of each hospital, including a mechanism for reviewing the qualifications of Applicants for Clinical Privileges and a process for their continuing review and evaluation, and provide for the internal governance of each of the Clinical Staff; and

WHEREAS, given unification of the Clinical Staffs, adoption of bylaws applicable to both the Medical

Center and TCH is now necessary and appropriate; and

WHEREAS, for purposes of these Amended and Restated Bylaws, including the definitions, provisions and requirement hereof, the term “Medical Center” as used throughout shall refer, as applicable, to both the Medical Center and TCH.

NOW, THEREFORE, these Bylaws are adopted by the Clinical Staff and approved by the Operating Health System Board to accomplish the aims, goals, and purposes set forth in these Bylaws.

**MISSION, VISION AND VALUES OF ~~THE UNIVERSITY OF VIRGINIA HEALTH SYSTEM~~ UVA HEALTH**

**Mission**

To provide excellence, innovation and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge within a culture that promotes equity, diversity and inclusiveness.

**Vision**

In all that we do, we work to benefit human health and improve the quality of life. We will be:

- Our local community’s provider of choice for its healthcare needs
- A national leader in quality, patient safety, service and compassionate care
- The leading provider of technologically advanced, ground-breaking care throughout Virginia
- Recognized for translating research discoveries into improvements in clinical care and patient outcomes
- Fostering innovative care delivery and teaching/training models that respond to the evolving health environment
- A leader in training students and faculty in providing healthcare free of disparity

**Values**

**ASPIRE**

At UVA Health-System, we put the patient at the center of everything we do. We ASPIRE to create a culture of trust, respect and engagement through our values:

Accountability: Acknowledging and assuming responsibility for where we have succeeded and failed in terms of our actions, decisions, policies and results

Stewardship: Responsibility and carefully managing our resources and commitment to continual improvement and learning while acknowledging shortcomings or problems in our quest

Professionalism: Approaching all that we do in a collaborative way, delivering excellent care through the lens of helpfulness, positivity, kindness and competency

Integrity: Being honest, open and fair through our behaviors, attitude and treatment of others

Respect: Being mindful of building a diverse and inclusive environment while showing compassion for everyone through our caring and intentional ways

Excellence: Conducting ourselves in a manner that surpasses ordinary standards through preparation, collaboration and proactivity in all that we do

### **UVA Health System Goals**

- Become the safest place to receive care.
- Be the healthiest work environment.
- Provide exceptional clinical care.
- Generate biomedical discovery that better the human condition.
- Train healthcare providers of the future to work in multi-disciplinary teams.
- Ensure value-driven and efficient stewardship of resources.

## **ARTICLE I DEFINITIONS**

“Active Clinical Staff” mean those Members of the Clinical Staff who meet the criteria set forth in Section 4.4.1 of these Bylaws.

“Active Clinical Staff – Provisional” means those Members of the Clinical Staff who are in their first year of appointment as an Active Member of the Clinical Staff as described in Section 4.4.1 of the Bylaws.

“Administrative Clinical Staff” mean those Members of the Clinical Staff who meet the criteria set forth in Section 4.4.3 of these Bylaws.

“Adverse Action” means the reduction, restriction (including the requirement of prospective or concurrent consultation), suspension, revocation, or denial of Clinical Privileges of a Member that constitute grounds for a hearing as provided in Section 9.2 of these Bylaws. Adverse Action shall not include warnings, letters of admonition, letters of reprimand or recommendations or actions taken as a result of an individual’s failure to satisfy specified objective credentialing criteria that are applicable to all similarly situated individuals.

“Advanced Practice Providers” means but is not limited to, Optometrists, Audiologists, Certified Substance Abuse Counselors, Licensed Professional Counselors, Licensed Clinical Social Workers, Clinical Nurse Specialists, Genetic Counselors, Nurse Practitioners, Physician Assistants, Certified Registered Nurse Anesthetists and Certified Nurse Midwives.

“Advanced Practice Providers Manual” means the Medical Center Advanced Practice Providers Credentialing Manual, as such may be in effect from time to time. The Advanced Practice Providers Manual is incorporated by reference into these Bylaws.

“Applicant” means a person who is applying for appointment or reappointment of Clinical Staff membership and may also mean a person who is applying for Clinical Privileges to practice within the University of Virginia Medical Center, as the context requires.

“Associate Chief Medical Officers (ACMO)” means Active Members in good standing who are appointed by the CMO, in consultation with the Chief Executive Officer and who are responsible for assisting the Clinical Staff in performing their assigned functions, in coordinating such functions with the responsibilities and programs of the Medical Center including compliance with all relevant policies concerning the operations of the Medical Center, and the performance of other duties as outlined in these Bylaws may be necessary from time to time. Each ACMO is accountable to the CMO.

“Be Safe” means to advance the University of Virginia Medical Center’s status as the safest place to work and to receive care. The core belief is that patient and team member safety are preconditions to excellence in health care, and that collective system-wide focus on these areas will jointly improve outcomes and develop broad capacity to engage in organizational problem solving and continuous improvement. Based in Lean management principles, the Be Safe program emphasizes real-time root cause problem solving, the use of standard work as a basis for improvement, and rapid escalation of

safety issues within a tiered chain of leadership support.

“Board Certified” means that a Practitioner, if a Physician, is certified as a specialist by a specialty board organization, recognized as such by the American Board of Medical Specialties, or the American Osteopathic Association’s Council for Graduate Medical Education; if an Oral Surgeon, is specialty certified as such by the Virginia Board of Dentistry and the American Board of Maxillofacial Surgery; if a Podiatrist, is certified by the American Board of Podiatric Surgery; and if a Dentist, is certified by the American Board of Dentistry; and if a clinical pathologist, is certified by a CLIA-approved certifying agency such as the American Board of Clinical Chemistry.

“Board Qualified” means a Practitioner has met the educational, post-graduate training and skill qualifications, and is currently eligible to sit, within a specified amount of time for a board certification examination of a specialty board recognized by the American Board of Medical Specialties, the American Osteopathic Association, American Dental Association or the American Podiatric Medical Association or a CLIA-approved certifying agency such as the American Board of Clinical Chemistry.

“Board of Visitors” means the governing body of the University of Virginia as appointed by the Governor of Virginia.

“Bylaws” means these Amended and Restated Bylaws of the Clinical Staff of the University of Virginia Medical Center, as amended from time to time.

“Case Review” means a full review and analysis of an event related to a single patient’s experience in the Medical Center and may also mean a review of multiple patient cases involving a single procedure, as the context requires.

“Chief Executive Officer” or “CEO” means the individual appointed by the Board of Visitors or the UVA Health System Board, as applicable, to serve as its representative in the overall administration of the Medical Center.

“Chief Medical Officer” means an Active Member in good standing, appointed by the CEO who is responsible for assisting the Clinical Staff in performing its assigned functions, in coordinating such functions with the responsibilities and programs of the Medical Center including compliance with all relevant policies concerning the operations of the Medical Center, and the performance of other duties as may be necessary from time to time.

“Children’s Hospital” means a hospital within the Medical Center that is comprised of all inpatient and outpatient services, diagnostic services, clinical outreach programs and related healthcare services and staff that are specifically dedicated to providing healthcare to children in a patient and family centered care environment.

“Clinical Privileges” means the permission granted to a Member or Non-member to render specific diagnostic, therapeutic, medical, dental, or surgical services for patients of the Medical Center.

“Clinical Staff” or “Staff” means the formal organizations of all licensed Physicians, Dentists, PhD Clinical Psychologists, PhD Clinical Pathologists and Podiatrists who may practice independently and who are granted recognition as Members under the terms of these Bylaws.



“Clinical Staff Executive Committee” or “Executive Committee” or “CSEC” means the executive committee of the Clinical Staff as more particularly described in Article XI of these Bylaws.

“Clinical Staff Office” means the administrative office of the Medical Center responsible for the administration of the Clinical Staff, including the process for membership and the granting of Clinical Privileges.

“Clinical Staff Representatives” mean those representatives selected by the Clinical Staff to serve on the Clinical Staff Executive Committee as provided in Article XI.

“Clinical Staff Year” means the fiscal year of the Medical Center; currently July 1 to June 30, as such fiscal year may be changed from time to time.

“CMS” means the Center for Medicare and Medicaid Services.

“Code of Conduct” means the Code of Conduct for the [Clinical Staff Providers who hold clinical privileges](#) that is described in [Medical Center Policy No. 0291 \(“Clinical Staff Code of Conduct for Providers who Hold Clinical Privileges”\)](#).

“Committees” means those Standing Committees of the Clinical Staff as described in Article XIII of these Bylaws.

“Community Medicine” means Community Medicine University of Virginia, LLC, a Virginia limited liability company.

“Complete Application” means an application for either initial appointment or reappointment to the Clinical Staff, or an application for clinical privileges that has been determined by the applicable Chair (or the Chair’s Deputy), the Credentials Committee, the Clinical Staff Executive Committee (CSEC), and the UVA HSB to meet the requirements of these Bylaws and related policies and procedures. Specifically, to be complete, the application must be submitted on a form approved by CSEC, UVA HSB and include all required supporting documentation and verifications of information, and any additional information needed to perform the required review of qualifications and competence of the applicant.

“Compliance Code of Conduct” means the Medical Center Compliance Code of Conduct that is described in [Medical Center Policy No. 0235 \(“Compliance Code of Conduct”\)](#).

“Credentialing” means the process of verifying the authenticity and adequacy of a Practitioner’s educational, training, and work history in order to determine whether the individual meets predefined criteria for membership and/or privileges.

“Credentials Manual” means the Clinical Staff and Resource Manual as such may be in effect from time to time. The [Credentials Manual](#) is an associate manual to these Bylaws.

“DEA” means the Federal Drug Enforcement Agency, or any successor agency.

“Dean” means the Dean of the School of Medicine of the University of Virginia.

**Commented [HK\*1]:** This policy title changed to “Code of Conduct for Providers who hold clinical privileges”.

“Dentist” means any individual who has received a degree in and is currently licensed to practice dentistry in the Commonwealth of Virginia.

“Department” means a clinical department within the Medical Center.

“Department Chair” or “Chair” means the Active Member appointed by the Dean of the School of Medicine who has the responsibility for overseeing his or her Department and who is the liaison between the Members in his or her Department and the Clinical Staff Executive Committee.

“Department Chair” also shall mean the Medical Director of Regional Primary Care with respect to Regional Primary Care, the Chief Medical Officer with respect to Community Medicine, and the UPG Medical Director of Outreach programs for Outreach Physicians.

“Deputy” means the one active member of the Clinical Staff appointed by the Department Chair for one year for the sole purpose of attending meetings of CSEC when the Department Chair is unable to attend those meetings. Only one Deputy shall be appointed each year. The Deputy may attend CSEC meetings and vote in place of the Chair and will count in establishing the quorum.

“Disaster Privileges” means those Clinical Privileges granted during a declared disaster as more specifically provided in Section 6.10 of these Bylaws.

“Division” means a subdivision of a Department.

“Emergency Privileges” means those Clinical Privileges granted already existing Practitioners to provide emergency treatment outside the scope of their existing privileges in order to save the life, limb, or organ of a patient as provided in Section 6.9 of these Bylaws.

“Executive Vice President for Health Affairs (“EVPHA”) means an individual appointed by the Board of Visitors with operational, financial and strategic oversight of the Medical Center, School of Medicine, and Health Sciences Library.

“Fellow” means a Physician, Dentist or Ph.D. Clinical Psychologist in a program of graduate medical education that is beyond the requirements for eligibility for first board certification in the discipline.

“Focused Professional Practice Evaluation (“FPPE”) means a structured and time-limited evaluation of the competence of a practitioner to safely exercise a clinical privilege or set of privileges. FPPE is performed at the time of initial appointment to the clinical staff; upon the request of a new privilege, if the practitioner cannot provide prior documentation of competence to perform the requested procedure; or when a question arises regarding the ability of a currently privileged practitioner to competently and safely exercise the privileges he or she is currently granted. See [Medical Center Policy No. 0279](#) (“Professional Practice Evaluations for Privileged Providers”) and [the Credentials Manual](#).

“GME Manual” means the University of Virginia Medical Center Graduate Medical Education Manual, as such may be in effect from time to time and that is found online at [http://www.healthsystem.virginia.edu/alive/gme/doc/Manual\\_GradMedTrainee\\_Nov2007.pdf](http://www.healthsystem.virginia.edu/alive/gme/doc/Manual_GradMedTrainee_Nov2007.pdf).

“Graduate Medical Trainee Staff” or “GME Trainee” means Residents and Fellows.

“HCQIA” means the Health Care Quality Improvement Act of 1986, 42 U.S.C. Sections 11101 11152, as such law may be amended from time to time.

“Hearing Entity” means the entity appointed by the Clinical Staff Executive Committee to conduct an evidentiary hearing upon the request of a Member who has been the subject of an Adverse Action that is grounds for a hearing in accordance with Article IX herein.

“Honorary Clinical Staff” mean those Members of the Clinical Staff who meet the criteria set forth in Section 4.4.4 of these Bylaws.

“Hospital-Based Specialty” means the clinical services of anesthesia, emergency medicine, pathology, radiology, and radiation oncology.

“In Good Standing” means a Member is currently serving without any limitation of prerogatives imposed by operation of the Bylaws or policies of the Medical Center.

“Investigation” means the process specifically authorized by these Bylaws in order to perform a final assessment of whether a recommended corrective action is warranted.

“Joint Commission” means the accrediting body whose standards are referred to in these Bylaws.

“Licensed Independent Practitioners or LIPs” means licensed independent practitioners who provide medical care to patients, in accordance with state licensing laws.

“Medical Center” or “UVAMC” means the University of Virginia academic medical center comprised of the acute care hospital, ~~transitional care hospital~~ long term acute care hospital (TCH), inpatient and outpatient clinics, clinical outreach programs, and related health care facilities as designated by the UVA Health System Board from time to time.

~~“Medical Center Policy” means the applicable document(s) policies from current of UVAMC the University of Virginia Medical Center, Health System, and/or University of Virginia Transitional Care Hospital Policy Manuals, as may be applicable.~~

“NP Autonomous Provider” means a Nurse Practitioner who is a registered professional nurse licensed by the Commonwealth of Virginia to practice without a collaborating, or practice, agreement with a licensed physician.

“UVA Health System Board” or “Operating Board” or “UVA HSB” means the governing body of the Medical Center as designated by the Board of Visitors.

“UVA Health System Board Quality Subcommittee” or “UVA HSB Quality Subcommittee” means a Committee of the UVA HSB with oversight of the quality and safety of care in the Medical Center and as designated by the UVA HSB from time to time.

~~“Medical Center Policy Manual” means the manual containing the administrative and various patient care policies of the Medical Center.~~

“Medical Director” means a clinical staff member in good standing who provides medical direction and leadership for a specific function at UVAMC. Responsibilities include administrative and clinical duties. Medical Directors are appointed by the CMO, and report to the CMO through the appropriate ACMO.

“Member” means any Physician, Dentist, Podiatrist, Ph.D. Clinical Psychologist or Ph.D. Clinical Pathologist who is a member of the Clinical Staff of the University of Virginia Medical Center.

“National Practitioner Data Bank” or “NPDB” means the national clearinghouse established pursuant to HCQIA, as amended from time to time, for obtaining and reporting information with respect to adverse actions or malpractice claims against physicians or other Practitioners.

“Non-member” means any Physician, Dentist, Podiatrist, Ph.D. Clinical Psychologist, Ph.D. Clinical Pathologist or APP who does not qualify as a Member of the Clinical Staff but who is required to have Clinical Privileges in order to provide patient care in the Medical Center.

“Officer” means an elected official of the Clinical Staff as more particularly described in Article X of these Bylaws.

“Ongoing Professional Practice Evaluation (“OPPE”)” means a process that allows identification of professional practice trends of practitioners who have been granted clinical privileges that impact on quality of care and patient safety on an ongoing basis and focuses on the individual member’s performance and competence related to his or her clinical staff privileges. See [Medical Center Policy No. 0279 \(“Professional Practice Evaluations for Privileged Providers”\)](#) and the [Credentials Manual](#).

“Peer” means a Practitioner or clinician whose interest and expertise as documented by clinical practice is reasonably determined to be comparable in scope and emphasis to that of another Practitioner or clinician.

“Peer Review” means a systematic review of a Practitioner’s or clinician’s clinical practice or professionalism, or a review of a portion of the clinical practice or professionalism, by a Peer or Peers of the individual Practitioner or clinician.

“Ph.D. Clinical Pathologist” means an individual who has been awarded a doctoral degree (e.g., Ph.D., or D.Sc.) in a scientific discipline and completed additional clinical training in an area of clinical pathology.

“Ph.D. Clinical Psychologist” means an individual who has been awarded a Ph.D. degree or equivalent terminal degree in Clinical Psychology and who holds a current license to practice clinical psychology issued by the Virginia Board of Psychology.

“Physician” means any individual who has received a Doctor of Medicine or Doctor of Osteopathy degree and holds a current license to practice medicine in the Commonwealth of Virginia.

“Podiatrist” means an individual who has received a Doctor of Podiatric Medicine degree and who holds a current license to practice podiatry issued by the Virginia Board of Medicine.

“Practitioner” means a care provider privileged through the processes in these Bylaws.

“Prerogative” means the participatory rights granted, by virtue of staff category or otherwise, to a Clinical Staff Member, which is exercisable subject to, in accordance with, the conditions imposed by these Bylaws.

“President” means the most senior elected Officer of the Clinical Staff as described in Article X of these Bylaws.

“Privileging” means the process of granting the right to examine and treat patients after verification of the authenticity and adequacy of a Practitioner’s educational, training, and work history.

“Proctor” means an LIP in good standing at the University of Virginia Medical Center, who holds the privilege being monitored.

“Regional Primary Care” means the primary care satellite offices as designated by the Medical Center from time to time.

“Resident” means an individual who has been awarded an M.D., D.O., a D.D.S., or a Ph.D. in clinical psychology who is participating in a program of post-doctoral education in anticipation of fulfilling the requirements for first board certification.

“School of Medicine” means the medical school at the University of Virginia.

“Standing Committee of the Clinical Staff Executive Committee” means a duly-authorized Committee of the Clinical Staff reporting to the Clinical Staff Executive Committee.

“Temporary Privileges” means those Clinical Privileges granted for a period not to exceed 120 days as more specifically described in Section 6.8 of these Bylaws.

“TCH Policy” means the administrative and patient care policies applicable only at TCH.

“University” or “University of Virginia” means the corporation known as The Rector and Visitors of the University of Virginia, which is an agency of the Commonwealth of Virginia.

“University Physicians Group (UPG)” means the physician group practice of the University of Virginia, representing doctors and other Advance Practice Providers who provide care within the Medical Center.

“Vice President” means the Vice President of the Clinical Staff as described in Article X of these Bylaws.

**ARTICLE II  
GOVERNANCE OF THE MEDICAL CENTER**

**2.1 UVA HEALTH SYSTEM BOARD**

The UVA Health System Board is the governing body of the Medical Center. Each Member of the Clinical Staff assumes his or her responsibilities subject to the authority of the UVA HSB. The UVA HSB shall be constituted as directed by the Board of Visitors of the University from time to time.

**2.2 CLINICAL STAFF EXECUTIVE COMMITTEE**

The Clinical Staff Executive Committee serves as the executive committee of the Clinical Staff and reports to the UVA HSB. In this role, the Clinical Staff Executive Committee oversees the quality of the clinical care delivered within the Medical Center and delineates and adopts clinical policy within the Medical Center. It is responsible for communications to Members of the Clinical Staff and other Non-members regarding clinical practice issues and it represents the interests of the Clinical Staff to the UVA HSB. The Clinical Staff Executive Committee is empowered to act for the Clinical Staff in the intervals between Clinical Staff meetings and independently with respect to those matters over which it is given authority in these Bylaws. The Clinical Staff Executive Committee shall be constituted and have the other duties as described in Article XI hereof.

**ARTICLE III  
NAME AND PURPOSE**

**3.1 NAME**

The name of the clinical staff organization shall be the “Clinical Staff” of the University of Virginia Medical Center (UVAMC). The organized Clinical Staff is accountable to the UVA Health System Board. For the purposes of these Bylaws, the words “Clinical Staff” shall be interpreted to include all Physicians, Dentists, Podiatrists, PhD Clinical Psychologists and PhD Clinical Pathologists who are authorized to provide care to patients of the UVAMC, including its outpatient facilities, and in any other medical care activity administered by UVAMC.

**3.2 STATEMENT OF PURPOSE**

The purposes of the Clinical Staff Bylaws are to:

1. Facilitate the provision of quality care to patients of the University of Virginia Medical Center and in any other medical care activity administered by the [UVAMC Medical Center](#) without any form of discrimination.
2. Clarify roles and responsibilities of Clinical Staff Members and Officers of the UVAMC.
3. Promote professional standards among members of the Clinical Staff.
4. Provide a means whereby problems may be resolved by the Clinical Staff with the collaboration of the UVA HSB.
5. Create a system of self-governance, and to initiate and maintain, policies and procedures governing the conduct of Clinical Staff, subject to the ultimate authority of the UVA HSB.

### **3.3 THE PURPOSES OF THE ORGANIZED CLINICAL STAFF**

The purposes of the organized Clinical Staff of the UVAMC are:

1. To provide quality medical care to all patients admitted or treated in any of the UVAMC facilities
2. To establish and maintain high professional and ethical standards
3. To establish and maintain collaborative, collegial relationships within the Clinical Staff and between all team members
4. To oversee the quality of professional services by all practitioners with clinical privileges
5. To provide a formalized organizational structure to facilitate the credentialing and review of the professional activities of practitioners and to make recommendations to the UVA HSB on appointment and/or clinical privileges granted to such individuals
6. To appropriately delineate, in conjunction with the UVA HSB, the clinical privileges each practitioner may exercise through the continued review and evaluation
7. To stimulate, promote and conduct research in human health, disease and delivery of medical care
8. To cooperate with the various academic units of the University, affiliated hospitals and other health facilities and maintain standards at predoctoral and postdoctoral levels
9. To initiate and maintain rules for governance of the Clinical staff and provide a means whereby issues and problems concerning the Clinical staff can be discussed and resolved
10. To initiate, develop, review, approve, implement and enforce these Bylaws and associated Clinical Staff polices
11. To provide a means for effective communication among the Clinical staff, administration and the UVA HSB on matters of mutual concern
12. To collaborate with Health System leadership to continuously enhance the quality, safety and efficiency of patient care, treatment and services as delegated to CSEC by the UVA HSB

## **ARTICLE IV CLINICAL STAFF MEMBERSHIP AND CLASSIFICATION**

### **4.1 MEMBERSHIP**

Membership on the Clinical Staff shall be extended to Physicians, Advanced Practice Providers, Dentists, Podiatrists, and PhD Clinical Psychologists and PhD Clinical Pathologists who continuously meet the requirements, qualifications, and responsibilities set forth in these Bylaws and who are appointed by the UVA HSB. Membership on the Clinical Staff or clinical privileges shall not be granted or denied on the basis of race, religion, color, age, sexual orientation, gender, or gender identity, gender expression, national origin, ancestry, economic status, marital status, veteran status, or disability, provided the individual is competent to render care of the generally-recognized professional level of quality established by the Clinical Staff Executive Committee and the UVA HSB, and provided the UVAMC services occur in the appropriate environment of care setting.

No Physician, Advanced Practice Provider, Dentist, Podiatrist, PhD Clinical Psychologist, or PhD Clinical Pathologist shall admit or provide services to patients in UVAMC facilities unless he/she is a Member of the Clinical Staff or has been granted Temporary, Disaster, or Emergency privileges in accordance with the procedures set forth in these Bylaws.

GME Trainees who are in a UVAMC approved residency program (GME Policy 02) shall not be eligible for membership on the Active Clinical Staff and shall be under the supervision of the GME Program Director and/or an attending Physician. A Department Chair may request privileges for GME Trainees to perform clinical work in a medical discipline for which they have had previous training. Such Applicants must meet the requirements, qualifications and responsibilities for such privileges and are subject to such policies and procedures as may be established by the Credentials Committee and the Clinical Staff Executive Committee. Graduate Medical Trainee appointments and job descriptions including job qualifications and current competencies are maintained by the Graduate Medical Education Office and by the Clinical Competency Committees of their respective academic departments.

#### **4.2 EFFECT OF OTHER AFFILIATIONS**

No Physician, Advanced Practice Provider, Dentist, Podiatrist, PhD Clinical Psychologist or PhD Clinical Pathologist shall be automatically entitled to Clinical Staff membership, a particular Clinical Staff category or to exercise any particular clinical privilege merely because he/she hold a certain degree; is licensed to practice in Virginia or any other state; is a member of any professional organization; is certified by any clinical board; previously had membership or privileges at UVAMC; or had, or presently has, staff membership or privileges at another health care facility. Clinical Staff membership or clinical privileges shall not be conditioned or determined on the basis of an individual's participation or non-participation in a particular medical group, IPA, PPO, PHO, or Medical Center sponsored foundation.

#### **4.3 REQUIREMENTS FOR CLINICAL STAFF MEMBERSHIP**

##### **4.3.1 NATURE OF CLINICAL STAFF MEMBERSHIP**

Membership on the Clinical Staff is an honor that shall be limited to professionally competent Practitioners who continuously meet the qualifications, requirements and responsibilities set forth in these Bylaws, in applicable Medical Center policies, including but not limited to Medical Center Policy No. 0291 (“[Clinical Staff Code of Conduct for Providers who Hold Clinical Privileges](#)”) and Medical Center Policy No. 0305 (“[General Requirements for Clinicians Holding Clinical Privileges](#)”), and the

**Commented [HK\*2]:** Retired policy



Credentials Manual. Membership implies active participation in Clinical Staff activities to an extent commensurate with the exercise of the Clinical Staff Member's privileges and as may be required by the Clinical Staff Member's Department.

#### 4.3.2 BASIC QUALIFICATIONS OF CLINICAL STAFF MEMBERSHIP

In order to obtain or maintain membership on the Clinical Staff and in order to be granted privileges as a Member of the Clinical Staff, Applicants must have and document:

1. A faculty appointment in the School of Medicine, an employment contract with UPG. This requirement may be waived for Medical Center employed APPs with written support from Chief Medical Officer and President of the Clinical Staff;
2. A current, unrestricted license, if such license is required by Virginia law, to practice medicine and surgery, dentistry, clinical psychology PhD or clinical pathology PhD in the Commonwealth of Virginia; or as an advanced practice provider.
3. Board certification and active participation in Maintenance of Certification (MOC) or an approved alternate pathway to ensure competency as specified in Medical Center Policy 0221, or a current exemption from Board certification approved by the Credentials Committee under conditions specified in Medical Center Policy 0221(Board Certification Requirements for Medical Center Providers with Clinical Privileges);
4. Eligibility to participate in Medicare, Medicaid and other federally sponsored health programs; and
5. Members shall have in force professional liability insurance satisfactory to the Medical Center which covers all privileges requested.

A Practitioner who does not meet these basic requirements is ineligible to apply for Clinical Staff membership, and the application shall not be accepted for review, except that Members of the Administrative and Honorary Staff do not need to comply with these basic qualifications. If it is determined during the processing that the Applicant does not meet all of the basic qualifications, the review of the application shall be discontinued. An Applicant who does not meet the basic qualifications is not entitled to the procedural rights set forth in Article IX.

#### 4.3.3 GENERAL REQUIREMENTS OF CLINICAL STAFF MEMBERSHIP

In order to obtain or maintain membership on the Clinical Staff and in order to be granted clinical privileges as a member of the clinical staff, applicants must demonstrate:

- A. Current competency. Applicants for staff privileges shall have the background, relevant training, experience and competency that are sufficient to demonstrate to the satisfaction of the Credentials Committee and the UVA HSB that he or she can capably and safely exercise clinical privileges within the Medical Center. Current competency shall be demonstrated as described in Medical Center Policy No. 0291 ("Clinical Staff Code of Conduct for Providers who Hold Clinical Privileges") and Medical Center Policy No. 0305 ("General Requirements for Clinicians Holding Clinical Privileges").

- B. Compliance with Bylaws and Policies. Compliance with the Bylaws, Clinical Staff policies, Departmental and Service rules and regulations, as well as all enunciated policies of [UVAMC-the Medical Center](#).
- C. Appropriate Management of Medical Records. Preparing in legible and accurate form, completing within prescribed timelines and maintaining the confidentiality of medical records for all patients to whom the Member provides care in UVAMC facilities in accordance with applicable policies of [UVAMC the Medical Center](#) and the University Physicians Group. This shall include, but is not limited to, performing histories and physicals and completing all necessary documentation as required by Medical Center Policy 0094 (“Documentation of Patient Care (Electronic [HealthMedical](#) Record)”) which is incorporated herein by reference.
- D. A medical history and physical examination (H&P) shall be completed no more than thirty (30) days before or twenty-four (24) hours after admission or registration, but prior to surgery or a procedure requiring anesthesia services. An updated examination of the patient, including any changes in the patient’s condition, be completed and documented within twenty-four (24) hours after admission or registration, but prior to surgery or a procedure requiring anesthesia services, when the medical history and physical examination is completed within thirty (30) days before admission or registration. The updated examination of the patient, including any changes in the patient’s condition, must be completed and documented by a physician, an oral and maxillofacial surgeon, dentist, podiatrist, or other qualified licensed individual in accordance with State law and Medical Center policy. (see Medical Center Policy No. 0094, “Documentation of Patient Care (Electronic [Medical Health](#) Record)”).

#### 4.3.4 SUPERVISION OF GRADUATE MEDICAL TRAINEES

The Clinical Staff are responsible for supervising participants in the Graduate Medical Education program in the performance of clinical activities within the Medical Center. The Clinical Staff member shall meet the requirements as contained in the [GME Policy and Procedure 012](#), and applicable Medical Center and Departmental policies and as required by the ACGME and noted on the [ACGME website](#).

#### 4.3.5 OTHER MEMBER RESPONSIBILITIES

Additional responsibilities of Members may include, as appropriate:

- A. Abiding by the Standards of Professional Conduct of the Virginia Boards of Medicine, Psychology and Dentistry, as appropriate, and ethical requirements of the Medical Society of Virginia, the American Board of Medical Specialties (as applicable), or the other professional associations of dentists, podiatrists, and psychologists, and advanced practice providers, as appropriate;
- B. Engaging in conduct that is professional, cooperative, respectful and courteous of others and is consistent with and reinforcing of the mission of the Medical Center; see Medical Center Policy 0291 (“[Clinical Staff Code of Conduct for Providers who Hold Clinical Privileges](#)”) and Medical Center Policy Medical Center Policy No. 0305 (“General Requirements for Clinicians Holding Clinical Privileges”).
- C. Attending meetings of the Clinical Staff, Department, Division, as appropriate, and committees to

which a Member has been appointed, as required; and

- D. Participating in recognized functions of Clinical Staff appointment, including quality improvement activities, FPPE as necessary, OPPE, Case Review and Peer Review and discharging other Clinical Staff functions as may be required from time to time by the Department Chair, the Division Chief, the Clinical Staff, the Clinical Staff Executive Committee, or the UVA HSB.

#### **4.4 CATEGORIES OF THE CLINICAL STAFF**

The categories of Clinical Staff membership shall be divided into the Active Staff, Advanced Practice Provider Staff, Associate Staff, Administrative Staff, and Honorary Staff. Non-members include Contract Physicians, Consulting Clinical Staff, Telemedicine providers, Graduate Medical Trainees, and Re-Entry Physicians. Each time Clinical Staff membership is granted or renewed, or at other times deemed appropriate, the Clinical Staff Executive Committee, and subsequently the UVA HSB, will approve the member's staff category. Licensed independent practitioners in the following categories are authorized to perform medical screening exams as required by the Emergency Medical Treatment and Active Labor Act (EMTALA): Active Staff, Associate Staff, specific Advanced Practice Provider Staff (NPs Nurse Practitioner Physician Assistant and Certified Nurse Midwives), Contract Physicians, Consulting Clinical Staff, and Graduate Medical Education Trainees.

Each Clinical Staff Member shall be assigned to a Clinical Staff category based upon qualifications defined in these Bylaws. For the purposes of the below qualifications, patient contact includes admissions, treatments, consults, outpatient clinic visits, and outpatient surgery and procedures.

The Members of each Clinical Staff category shall have the prerogatives and shall carry out the duties defined in these Bylaws. Action may be initiated to change the Clinical Staff category or to terminate the membership of any Member who fails to meet the qualifications or fulfill the duties described in these Bylaws. Changes in Clinical Staff category shall not be grounds for a hearing unless they adversely affect the Member's privileges.

##### **4.4.1 ACTIVE CLINICAL STAFF**

###### **4.4.1a PHYSICIAN, DENTIST, PODIATRIST, PHD CLINICAL PATHOLOGIST, AND PHD CLINICAL PSYCHOLOGIST CLINICAL STAFF**

###### **A. Qualifications**

One category of the Active Clinical Staff whose members have voting rights consists of Physicians, Dentists, Podiatrists, PhD Clinical Pathologists, and PhD Clinical Psychologists who hold a School of Medicine faculty appointment and:

1. Meet the criteria for Clinical Staff membership set forth in these Bylaws and specifically in Section 4.3; and
2. Regularly admit patients to the Medical Center or regularly practice in a hospital-based or a Medical Center recognized practice, or are regularly involved in the direct care of patients at a facility under the provider number of UVAMC and regularly participate in Clinical

Staff functions as determined by Clinical Staff governance. See also Medical Center Policy 0304 (“Responsibilities of Attending Physicians on Inpatient Services”)

3. Have satisfactorily completed their designated term in the Provisional status.

#### B. Prerogatives and Responsibilities

1. Exercise an option to vote on all matters presented at general and special meetings of the Clinical Staff;
2. Exercise an option to practice the clinical privileges as granted in accordance with these Bylaws and the Credentials Manual; and
3. Vote on revisions or amendments to these Bylaws;
4. Are eligible to serve as President or Vice President or Vice President of Clinical Staff.

#### C. Transfer of Active Staff Members

After two (2) consecutive years in which a Member of the Active Clinical Staff does not regularly care for patients at UVAMC and/or be regularly involved in Clinical Staff functions as determined by the Clinical Staff, that Member may be transferred to an alternate category, if any, for which the member is qualified.

#### **4.4.1 b ADVANCED PRACTICE PROVIDER (APP)**

##### A. Qualifications

The advanced practice provider staff include nurse practitioners, physician assistants, nurse anesthetists, audiologists, optometrists, certified substance abuse counselors, licensed professional counselors, licensed clinical social workers, clinical nurse specialists, genetic counselors and certified nurse midwives. Advanced Practice Providers shall:

1. Meet the criteria for Clinical Staff membership set forth in these Bylaws; and
2. Regularly practice in a hospital-based or a Medical Center recognized practice, or are regularly involved in the direct care of patients at a facility under the provider number of UVAMC and regularly participate in Clinical Staff functions as determined by Clinical Staff governance.
3. Have satisfactorily completed their designated term in the Provisional status.

##### B. Prerogative and Responsibilities

1. Exercise an option to practice the clinical privileges as granted in accordance with these Bylaws and the Credentials Manual pursuant to Article VI at a facility that is under the provider number of UVAMC; and
2. Actively participate in performance improvement and quality assurance activities, and in discharging such other Staff functions as may from time to time be required.
3. Serve as voting member on Clinical Staff Committees.
4. Vote for APP representative to CSEC, as well as for President and Vice President of the Clinical Staff.

5. Vote at general and special meetings of the Clinical Staff.

C. Limitations

APP members cannot serve as President or Vice President and do not vote on revisions or amendments to these Bylaws.

#### 4.4.2 ASSOCIATE CLINICAL STAFF

A. Qualifications

The Associate Staff, a non-voting member, shall consist of Physicians, Dentists, Podiatrists, Ph.D. Clinical Psychologists, and Ph.D. Clinical Pathologists, who hold an employment contract with UPG but who do not hold a School of Medicine faculty appointment. Associate Staff Members:

1. Meet the criteria for Staff membership set forth in these Bylaws and specifically in Section 4.3
2. Are regularly involved in the care of patients at a facility that is under the provider number of UVAMC and who need to be privileged and re-privileged through UVAMC; and
3. Do not admit or treat patients at the Acute Care Hospital facilities of the Medical Center, including the outpatient surgery center. and
4. Have satisfactorily completed their designated term in the Provisional status.

B. Prerogative and Responsibilities

1. Exercise an option to practice the clinical privileges as granted in accordance with these Bylaws and the Credentials Manual pursuant to Article VI at a facility that is under the provider number of UVAMC; and
2. Actively participate in performance improvement and quality assurance activities, supervising provisional appointees, evaluating and monitoring Clinical Staff Members, and in discharging such other Staff functions as may from time to time be required.

C. Limitations

1. Shall not have the right to vote at general and special meetings of the Clinical Staff, except to the extent the right to vote is specified at the time of appointment; and
2. Cannot hold office in the Clinical Staff organization.

D. Transfer of Associate Clinical Staff Members

After two (2) consecutive years in which a Member of the Associate Clinical Staff does not regularly care for patients at UVAMC and/or be regularly involved in Clinical Staff functions as determined by the Clinical Staff, that Member may be transferred to the appropriate category, if any, for which the member is qualified.

#### 4.4.3 ADMINISTRATIVE STAFF

A. Qualifications

The Administrative Staff category shall be held by any Physician, Dentist, Podiatrist, PhD Clinical Psychologist, and PhD Clinical Pathologist who are not otherwise eligible for another staff category and who are to perform ongoing medical administrative activities.

Are charged with assisting the Clinical Staff in carrying out medical-administrative functions, including but not limited to quality assessments of clinical programs and utilization reviews;

1. Are able to document their good judgment, current physical and mental health status so as to demonstrate to the satisfaction of the Clinical Staff that they are professionally and ethically competent to exercise their duties, and is able to work cooperatively with the Clinical Staff office; and
2. Are willing to participate and properly discharge those responsibilities as determined by the VP and CEO and the Dean.

B. Responsibilities

1. Defined by the VP and CEO and the Dean; and
2. Exercise an option to attend and vote at general and special meetings of the Clinical Staff.

C. Limitations

1. Cannot hold office in the Clinical Staff organization; and
2. Cannot admit patients or exercise clinical privileges.

**4.4.4 HONORARY CLINICAL STAFF**

A. Qualifications

The Honorary Clinical Staff shall consist of Physicians, Dentists, Podiatrists, PhD Clinical Psychologists and PhD Clinical Pathologists, each of whom is a former Member of the Clinical Staff who has retired or withdrawn from practice and who has been honored by an emeritus title in the School of Medicine, and/or have been nominated by the current Department Chair in which the person practiced or by Dean in recognition of his or her noteworthy contributions to the UVAMC.

B. Honorary Clinical Staff Member must have been a member in good standing of the Clinical Staff at the time of his or her retirement or withdrawal from clinical practice

C. Responsibilities

1. Exercise an option to attend general and special meetings of the Clinical Staff;
2. Exercise an option to vote on Clinical Staff Committees that he/she has been requested to serve on.

D. Limitations

1. Shall not be granted or exercise clinical privileges;
2. Shall not vote at general or special meetings of the Clinical staff;
3. Shall not hold office in the Clinical Staff organization.

#### **4.5 NON-MEMBERS WITH PRIVILEGES**

Some Physicians, Dentists, Podiatrists, Ph.D. Clinical Psychologists, and Ph.D. Clinical Pathologists who are not Members of Clinical Staff may be granted privileges to provide care to patients of the Medical Center from time to time as provided in these Bylaws and in the Credentials Manual. Non-members shall have Clinical Privileges as provided in Article VI and the Credentials Manual. Non-members, who are not Physicians or Dentists, shall have none of the rights conferred on Members in these Bylaws, including but not limited to those provided in Articles IX hereof, but shall be required to follow policies and procedures of the Medical Center and the Clinical Departments.

##### **4.5.1 CONSULTING PHYSICIAN STAFF**

Consulting Staff do not hold faculty appointments, nor are contracted with UVAMC or UPG, but are granted privileges to provide services that are not otherwise available at UVAMC or to assist in difficult cases. They may also provide proctoring or peer review of a Clinical Staff Member when there is no current member of the Clinical Staff who is qualified to provide these services.

Visiting Physicians are not members of the Clinical Staff. They do not hold faculty appointments, are not contracted with UVAMC or UPG, and are not granted privileges as non-members. For guidance regarding Visiting Physicians, see Medical Center Policy 315 (Management of Observers).

##### **A. Qualifications**

The Consulting Staff shall consist of Physicians, Dentists, Podiatrists, and PhD Clinical Psychologists who:

1. Meet the criteria for Staff membership, excluding the faculty appointment or UPG contract, set forth in Section 4.3.2 (2-5);
  2. Hold appropriate clinical privileges at another accredited health care facility; and
- . Consulting Staff members who regularly care for more than ten (10) patients per year at the Medical Center will be reviewed by the Credentials Committee to consider appointment to another staff category.

##### **B. Responsibilities**

1. Exercise an option to provide clinical care at UVAMC within the privileges as are granted to him/her pursuant to Article VI;
2. Provide patient activity and quality review information from primary facility as requested at time of initial appointment and reappointment; and
3. Satisfy the requirements of the Clinical Department with which he/she is associated.

4. Actively participate in performance improvement and quality assurance activities; supervising provisional appointees; evaluating and monitoring as may from time to time be required.
5. Compliance with Bylaws and Policies. Compliance with the Bylaws, Clinical Staff policies, Departmental and Service rules and regulations, as well as all enunciated policies of [UVAMCthe Medical Center](#).

#### **4.5.2 CONTRACT PHYSICIAN STAFF**

The Contract Physician Staff shall consist of GME Trainees at UVAMC who are engaged by the Medical Center to provide explicit medical services outside their training program at a UVAMC facility. A contract physician must obtain prior approval for the outside activities in accordance with the GME Internal and External Moonlighting Activity Policy 11 and provide a copy of the contract under which he or she will be working at the time the credentialing process begins. Members of the Contract Physician Staff must be board certified or board qualified in the specialty related to the privilege request, and has attestations of qualifications from both the Program Director and the Department Chair. Contract Physician Staff are not eligible to vote on Clinical Staff matters or to hold Clinical Staff Office.

In addition, Contract Physician Staff:

1. May not serve as the attending physician of record or admit patients to the Medical Center unless an exemption is granted. Exemptions are considered at the request of the Designated Institutional Officer with explicit conditions regarding concurrent proctoring and agreed to by the Credentials Committee;
2. Can treat patients if authorized to do so in accordance with the Practitioner's delineated clinical privileges and Article VI of these Bylaws;
3. Appointment procedures for Contract Physician Staff will be the same as the procedures for the Clinical Staff in accordance with Article VII of these Bylaws;
4. Shall actively participate in performance improvement and quality assurance activities of the Clinical Staff;
5. Shall meet the basic responsibilities of Staff membership as set forth in section 4.3.2 of these Bylaws with the exception of a faculty appointment and/or UPG employment; and
6. The Contract Physician Staff Practitioner's privileges will automatically terminate upon the termination or expiration of his/her contract or agreement with the UVAMC or UPG, and the Practitioner shall have none of the rights conferred on Members in these Bylaws, including but not limited to those provided in Article IX.

#### **4.5.3 TELEMEDICINE**

Telemedicine providers are privileged as set forth in Article VI. Telemedicine providers access patients remotely and do not practice within the UVAMC facilities. Telemedicine providers are not eligible to vote on Clinical Staff matters or hold Clinical Staff Office.

#### **4.5.4 GRADUATE MEDICAL TRAINEES**



Except as provided in Section 4.5.2 above, members of the Graduate Medical Trainee staff as defined in these Bylaws do not have independent privileges to admit or treat patients at the UVAMC. They are employees of the University of Virginia Medical Center and their scope of practice is defined by the Graduate Medical Education Program. They are not governed by these Bylaws. Graduate Medical Trainees shall be required to follow GME policies and procedures and will act only under the supervision of a Clinical Staff Member in accordance with all relevant Clinical Staff, UVAMC, and GME policies.

GME Trainees, who are working in an independent practice capacity as Contract physicians in the organization, must be granted privileges as set forth in Article VI of these Bylaws.

#### **4.5.5 RE-ENTRY PHYSICIAN STATUS**

A Non-member of the Clinical Staff may apply for re-entry status to learn a specific defined patient care technique under the direction of one of the Departments at UVAMC. Individuals applying for visiting postgraduate trainee status shall be licensed to practice medicine, dentistry or clinical psychology in any one of the United States and shall have been accepted by the course director to participate in a specific clinical training program at UVAMC. These Bylaws and other applicable UVAMC policies and procedures shall govern the activities and conduct of Visiting Postgraduate Trainees.

##### **A. Limitations**

1. Shall not perform any independent patient care or evaluation at UVAMC facilities;
2. Shall not take call; and
3. Shall not use the UVAMC Visiting/Re-Entry Trainee status as the basis for independent practice at any other site.

#### **4.6 MODIFICATION OF MEMBERSHIP**

On its own, upon recommendation of the Credentials Committee, or pursuant to a request from a Member, the Clinical Staff Executive Committee may recommend a change in the Clinical Staff category of a Member, consistent with the requirements of these Bylaws, to the UVA HSB.

#### **4.7 MEMBER RIGHTS**

##### **Clinical Staff Member Rights**

1. Each Member in the Active category has the right to initiate a recall election of a Clinical Staff Officer by following the procedure outlined in Article X of these Bylaws, regarding removal and resignation from office.
2. Each Member in the Active category may initiate a call for a general staff meeting to discuss a matter relevant to the Clinical Staff by presenting a petition signed by ten percent (10%) of the Members of the Active category. Upon presentation of such a petition, CSEC shall schedule a general staff meeting for the specific purposes addressed by the petitioners. No business other than that detailed in the petition may be transacted.

3. Each Member in the Active category may challenge any rule, regulation or policy established by the CSEC. In the event that a rule, regulation or policy is thought to be inappropriate, any Clinical Staff Member may submit a petition signed by ten percent (10%) of the Members of the Active category. Upon presentation of such a petition, the adoption procedure noted in section Article XVI will be followed.
4. The above sections 1 to 3 do not pertain to issues involving individual peer review, formal investigations of professional performance or conduct, denial of requests for appointment or clinical privileges, or any other matter relating to individual membership or privileges. The Bylaws provide recourse in these matters.
5. Any Practitioner eligible for Clinical Staff membership has a right to a hearing/appeal pursuant to the conditions and procedures described in the Clinical Staff's hearing and appeal plan.
6. These member rights serve as a conflict resolution mechanism between the Clinical Staff and the Clinical Staff Executive Committee.

## **ARTICLE V PROCEDURES FOR MEMBERSHIP**

The process for evaluation of credentials for membership and/or privileges is the same for all Members and Non-members. The Credentials Committee shall follow the credentialing procedures set forth in the Credentials Manual including the procedure related to the information required in an application for initial appointment and the processing of the application. Upon receipt and review of all necessary credentialing documentation, the Credentials Committee, upon review by the Department Chair, shall recommend to the Clinical Staff Executive Committee that such Applicant should either be granted or denied initial privileges in the Medical Center. The Clinical Staff Executive Committee shall then review the Credentials Committee's recommendation and all applicable documentation. If the Credentials Committee and the Clinical Staff Executive Committee are both in favor of granting privileges to the Applicant, the favorable recommendation shall be forwarded to the UVA HSB for final action. If there is a recommendation for the denial of membership and/or privileges by the CSEC or UVA HSB, the applicant is entitled to the fair hearing and appeal plan appropriate to their clinical status.

### **5.1 PROCEDURE FOR ACTIVE AND ASSOCIATE CLINICAL STAFF MEMBERSHIP**

In order to become an Active or Associate Member of the Clinical Staff, the individual Physician, Dentist, Podiatrist, Ph.D. Clinical Psychologist or Ph.D. Clinical Pathologist shall follow the applicable procedure in effect from time to time for obtaining an appointment as a Clinical Faculty Member in the School of Medicine, an employment contract with UPG, satisfy the criteria set forth in Article IV of these Bylaws for an Active or Associate Member and if applicable, follow the procedure for obtaining Clinical Privileges as provided in these Bylaws and the Credentials Manual, all as verified by the Clinical Staff Office. The Dean and the applicable Department Chair shall jointly make the request in writing to the Clinical Staff Office for an individual to be appointed or reappointed as a Member in accordance with Article VII of these Bylaws. In the case of individuals who do not hold School of Medicine faculty appointments, the Chief Executive Officer of UPG will fill the role of the Dean for the procedures described above.

The [Credentials Manual](#) establishes requirements for application for Clinical Staff Clinical Privileges. The Credentials Manual may be amended from time to time by the Chair of the

Credentials Committee in consultation with the President of the Clinical Staff and the Chief Executive Officer of the Medical Center.

## **5.2 PROCEDURE FOR ADVANCED PRACTICE PROVIDER CLINICAL STAFF MEMBERSHIP**

In order to become an Advanced Practice Provider (APP) Member of the Clinical Staff, the individual APP shall follow the applicable procedure in effect from time to time for obtaining an appointment as a Clinical Faculty Member in the School of Medicine, an employment contract with UPG, **for Medical Center employed APP members, this requirement can be waived with written support of the Chief Medical Officer and the President of the Clinical Staff**, satisfy the criteria set forth in Article IV of the Bylaws for an Active or Associate Member and if applicable, follow the procedure for obtaining Clinical Privileges as provided in these Bylaws and the Credentials Manual, all as verified by the Clinical Staff Office. The Dean and the applicable Department Chair shall jointly make the request in writing to the Clinical Staff Office for an individual to be appointed or reappointed as a Member in accordance with Article VII of these Bylaws. In the case of individuals who do not hold School of Medicine faculty appointments, the Chief Executive Officer of UPG will fill the role of the Dean and for those APPs hired by the Medical Center, the Chief Nursing Officer will fill the role of the Dean for the procedures described above.

In the case of Medical Center employed APP's, the Chief Medical Officer and President of the Clinical Staff will fill the role of the Dean for the procedures described above.

In most cases, APP members of the Clinical Staff shall have a collaborative agreement with a physician who is an active member of the Clinical Staff. Some APP members of the Clinical Staff may hold an autonomous license, a license from the Commonwealth of Virginia to practice without physician oversight. This license alone is not sufficient to practice autonomously as a member of the Clinical Staff (See these Bylaws, Article 4.2). The privileges to practice autonomously requires written support from the appropriate medical director and department chair and must be recommended for approval by the Credentials Committee and CSEC under the procedures specified in the Credentials Manual.

## **5.3 PROCEDURE FOR ADMINISTRATIVE CLINICAL STAFF MEMBERSHIP**

The Clinical Staff Executive Committee shall approve the appointment of any person selected by the Chief Executive Officer or the Dean to be an Administrative Member.

## **5.4 PROCEDURE FOR HONORARY CLINICAL STAFF MEMBERSHIP**

In order to become an Honorary Member of the Clinical Staff, the individual who satisfies the criteria set forth in Article IV of these Bylaws shall be nominated by his or her former Chair or the Dean and approved by the Clinical Staff Executive Committee.

## **5.5 LEAVE OF ABSENCE**

A Member of the Clinical Staff who has obtained a leave of absence from the School of Medicine, consistent with applicable faculty policies, may also obtain a leave of absence from clinical practice. Contemporaneously with a request for leave of absence from the School of Medicine or UPG, the

Member shall provide notice to the Credentials Committee of the leave, including the reasons for the leave and the approximate period of leave desired. In addition the Chair and the Dean of the School of Medicine or Chief Executive Officer of UPG (for Associate Members) shall provide notice to the Credentials Committee of any leave of absence granted to a Member. Such leave of absence is further subject to conditions and limitations that the President of the Clinical Staff, the Chair of the Credentials Committee or the CEO of the Medical Center determines to be appropriate. During the leave of absence, the Member shall not exercise his/her Clinical Privileges and his/her Clinical Staff responsibilities and prerogatives shall be inactive. The Department Chair of the Member on leave shall be responsible for arranging for alternative care for the Member's patients while the Member is on leave.

Prior to returning from a leave of absence, a Member shall notify the Credentials Committee in writing in accordance with the procedures and the timelines set forth in the Credentials Manual and shall provide all necessary information needed for the Credentials Committee to evaluate whether the Member is qualified to resume Clinical Staff membership, including the exercise of Clinical Privileges. A Member who has been on leave of absence may not have his or her Clinical Privileges reactivated until a determination is made by the Credentials Committee that the Member may return to clinical practice and the conditions of the return. If the Clinical Privileges of a Member who has been on leave are not reactivated, the Member shall have access to the procedures outlined in Article IX of these Bylaws.

Failure, without good cause, to request reinstatement prior to the end of an approved leave of absence shall be deemed a voluntary resignation from the Clinical Staff and voluntary relinquishment of Clinical Privileges. A request for Clinical Staff membership or Clinical Privileges subsequently received from an Applicant deemed to have voluntarily resigned shall be submitted and processed in the manner specified for applications for initial appointment.

If membership and/or privileges expire during the leave of absence, then the Practitioner must reapply for membership and/or privileges.

## **5.6 CESSATION OF MEMBERSHIP**

Membership in the Clinical Staff shall cease automatically when the individual no longer meets the criteria set forth in these Bylaws, including failure to be reappointed to the faculty of the School of Medicine or resignation, retirement or termination from the School of Medicine or UPG.

# **ARTICLE VI CATEGORIES OF CLINICAL PRIVILEGES**

## **6.1 EXERCISE OF CLINICAL PRIVILEGES**

Every Member, in connection with such membership, shall be entitled to exercise only those delineated Clinical Privileges specifically recommended by the Credentials Committee and the Clinical Staff Executive Committee and approved by the UVA HSB, except as provided in Sections 6.6, 6.7, and 6.8 of this Article. Every Non-member shall be entitled to exercise only those delineated Clinical Privileges specifically reviewed by the Department Chair, recommended by the Credentials Committee,

recommended by the Clinical Staff Executive Committee and approved by the UVA HSB, except as provided in Sections 6.6, 6.7, and 6.8 of this Article. The Medical Center has the prerogative to audit from time to time Members' clinical practice to verify that Members are practicing within the scope of the specific Clinical Privileges that have been granted.

## **6.2 DELINEATION OF PRIVILEGES**

Every application for Clinical Staff appointment or reappointment (excluding Administrative and Honorary Members) and every request for Clinical Privileges must contain a request for the specific Clinical Privileges desired by the Applicant. The evaluation of such request shall be based upon the Applicant's education, training, experience, demonstrated competence as documented by evaluations from Peers, supervision or monitoring during a first or provisional year, FPPE and OPPE, references and other relevant information, including an appraisal by the Clinical Service in which such privileges are sought. For renewal of privileges, this evaluation shall include ensuring that the provider has a reasonable minimum level of ongoing involvement and experience relevant to the privileges being renewed. The specific procedures set forth in these Bylaws and the Credentials Manual shall be followed throughout the appointment and reappointment process.

## **6.3 PRIVILEGES FOR NON-MEMBERS**

Physicians, Advanced Practice Providers, Dentists, Podiatrists, PhD Clinical Pathologists and PhD Clinical Psychologists who are Non-members who desire to practice in the Medical Center may be granted limited privileges only as specifically permitted by the Credentials Manual or required by the Credentials Committee. Non-members may be issued Clinical Privileges in one of the following categories: Consulting Privileges, Telemedicine or Contract Physicians.

## **6.4 CONSULTING PRIVILEGES**

### **6.4.1 Description**

Non-members who may be granted Consulting Privileges shall include Physicians, Dentists, Podiatrists, Ph.D. Clinical Pathologists and Ph.D. Clinical Psychologists who will participate in patient care activities for Medical Center patients at the request of a Member of the Clinical Staff, each of whom shall provide information and documentation required by the Credentials Manual and Medical Center policies.

### **6.4.2 Prerogatives**

The prerogatives of the Non-member with Consulting Privileges shall be to consult regarding care to patients at the request of a Member and only as specifically delineated in his or her Clinical Privileges.

### **6.4.3 Limitations**

The Non-member with Consulting Privileges shall not admit patients to an inpatient facility of the Medical Center nor serve as the primary attending of record in Medical Center facilities.

## **6.5 TEMPORARY PRIVILEGES**

### **6.5.1 Circumstances Under Which Temporary Privileges May Be Granted**

Temporary Privileges shall be granted in only two circumstances:

- A. When an important patient care need mandates an immediate authorization to practice, an application for Temporary Privileges will be considered on a case-by-case basis; or
- B. When an Applicant with a complete verified application with no indication of adverse information about state licensing actions, DEA registrations, current medical, psychiatric or substance abuse impairments that could affect practice, criminal convictions or verdicts/settlements of concern, the Credentials Committee, after review by the Department Chair, may recommend that the CEO or designee, upon recommendation of the President of the Clinical Staff or designee, grant temporary privileges pending review and approval by the Clinical Staff Executive Committee and approval of the UVA HSB.

### **6.5.2 Application and Review**

- A. Where an important patient care need mandates an immediate authorization to practice as contemplated by 6.7.1 (a), the CEO or designee, with the written concurrence of the Department Chair and the President of the Clinical Staff or designee, may grant Temporary Privileges. Such temporary grant of privileges shall not be made unless the following verifications are present:
  - 1. Letter from the appropriate Department Chair explaining the important nature of the situation and the benefit to a patient or patients as a result of immediate authorization of the specified task(s) and their recommendation for approval;
  - 2. Primary source verification of current license;
  - 3. Listing of delineated privileges requested with appropriate documentation of competence to perform each of the specified tasks;
  - 4. Proof of current liability coverage, showing coverage limits and dates of coverage; and
  - 5. There exist no state licensing actions, DEA registrations, current medical, psychiatric or substance abuse impairments that could affect practice, criminal convictions or verdicts/settlements of concern to the Credentials Committee.

If the above requirements are not satisfied, Temporary Privileges may not be granted. In addition the Credentials Manual may specify additional verifications required before such Temporary Privileges may be granted.

- B. For all situations arising under Section 6.7., the CEO or designee, upon recommendation of the President of the Clinical Staff or designee, may grant Temporary Privileges for not more than one hundred twenty (120) days or until such time as the request is officially approved, whichever time is shorter. Temporary Privileges may not be granted unless there is:

1. Complete application with all verifications completed;
2. Query to the National Practitioner Data Bank and an analysis of the results of such query; and
3. The Applicant satisfies the requirements of Section 6.7.1 b. and has not been subject to involuntary termination of Clinical Staff membership at another organization, has not been subject to involuntary limitation, reduction, denial or loss of Clinical Privileges and has not relinquished Clinical Privileges at another organization while under investigation by that organization.

The Credentials Manual may specify additional documentation required before such Temporary Privileges may be granted.

### **6.5.3 General Conditions**

If granted Temporary Privileges, the Applicant shall act under the supervision of the Department Chair, or his or her designee, to which the Applicant has been assigned, and shall ensure that the Department Chair or the Chair's designee is kept closely informed as to his or her activities within the Medical Center. The Credentials Manual specifies supervisory requirements for the Department Chair or the Chair's designee when Temporary Privileges have been granted to an Applicant in the Clinical Department.

- A. Temporary Privileges shall automatically terminate at the end of the designated period, unless earlier terminated by the Credentials Committee upon recommendation of the Department Chair, the President of the Clinical Staff or the CEO, or unless affirmatively renewed, up to a maximum of 120 days, following the procedure set forth in Section 6.7.2
- B. Requirements for proctoring and monitoring, including FPPE, shall be imposed on such terms as may be appropriate under the circumstances upon any Applicant granted Temporary Privileges by the Chair of the Credentials Committee after consultation with the Department Chair or his or her designee.
- C. At any time, Temporary Privileges may be terminated by the Clinical Staff Executive Committee. In such cases, the appropriate Department Chair shall assign a Member to assume responsibility for the care of such Practitioner's patient(s). The preferences of the patient shall be considered in the choice of a replacement Member.
- D. A person shall not be entitled to the procedural rights afforded by Article IX because a request for Temporary Privileges is refused or because all or any portion of Temporary Privileges are terminated or suspended for reasons not related to competence or conduct. Termination or suspension of Temporary Privileges which lasts longer than 14 days and for reasons or competence or conduct shall afford fair hearing and appeal rights.
- E. All persons requesting or receiving Temporary Privileges shall be bound by the Bylaws, the Credentials Manual, and the policies, procedures, of the Medical Center.

## 6.6 EMERGENCY PRIVILEGES

In the case of a medical emergency, any currently privileged Practitioner is authorized to do everything possible to save the patient's life or to save the patient from serious harm, to the degree permitted by the Practitioner's license, regardless of Clinical Service affiliation, staff category, or level of privileges. A Practitioner exercising emergency privileges is obligated to summon all consultative assistance deemed necessary and to arrange appropriate follow-up.

## 6.7 DISASTER PRIVILEGES

In the case of unpredictable emergencies, including but not limited to those caused by natural disasters and bioterrorism, which result in the activation of the Medical Center Emergency Management Plan, any clinician, to the degree permitted by his or her license and regardless of service or staff status or the lack thereof, shall perform services to save the life of a patient, using every facility of the Medical Center necessary, including the calling of any consultation appropriate or desirable. The VP and CEO, the President of the Clinical Staff, or the Chair of the Credentials Committee may grant Emergency Privileges for the period required to supplement normal patient care services during the emergency as more specifically provided in the Credentials Manual. Before a volunteer clinician is considered eligible to function as a licensed independent Practitioner, the Medical Center will obtain his or her valid government issued photo identification (for example, a driver's license or passport). When the emergency situation no longer exists, any such clinician must apply for the staff privileges necessary to continue to treat patients. Primary source verification of licensure occurs as soon as the disaster is under control or within 72 hours from the time the volunteer licensed independent Practitioner presents himself or herself to the Medical Center whichever comes first. In the event such privileges are denied or are not requested, the patients shall be assigned to another Member.

- A. If the Medical Center Emergency Management Plan has been activated and the organization is unable to meet immediate patient needs, the CEO or other individuals as identified in the Medical Center Emergency Management Plan with similar authority may, on a case by case basis consistent with medical licensing and other relevant state statutes, grant disaster privileges to selected LIPs. These Practitioners must present a valid government-issued photo identification issued by a state or federal agency (e.g., driver's license or passport) and at least one of the following:
1. A current picture Medical Center ID card that clearly identifies professional designation;
  2. A current license to practice;
  3. Primary source verification of the license;
  4. Identification indicating that the individual is a member of a Disaster Medical Assistance Team (DMAT), or Medical Reserve Corps (MRC), Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP), or other recognized state or federal organizations or groups;
  5. Identification indicating that the individual has been granted authority to render patient care, treatment, and services in disaster circumstances (such authority having been granted by a federal, state, or municipal entity); or



- 6. Identification by a current Medical Center or Clinical Staff member (s) who possesses personal knowledge regarding the volunteer's ability to act as a licensed independent Practitioner during a disaster.
- B. The Clinical Staff has a mechanism (i.e., badging) to readily identify volunteer Practitioners who have been granted disaster privileges.
- C. The Clinical Staff oversees the professional performance of volunteer Practitioners who have been granted disaster privileges by direct observation, mentoring, or clinical record review. The organization decides (based on information obtained regarding the professional practice of the volunteer) within 72 hours whether disaster recovery privileges should be continued.
- D. Primary source verification of licensure begins as soon as the immediate situation is under control, and is completed within 72 hours from the time the volunteer Practitioner presents to the organization. If primary source verification cannot be completed in 72 hours, there is documentation of the following: 1) why primary source verification could not be performed in 72 hours; 2) evidence of a demonstrated ability to continue to provide adequate care, treatment, and services; and 3) an attempt to rectify the situation as soon as possible.
- E. Once the immediate situation has passed and such determination has been made consistent with the Medical Center Emergency Management Plan, the Practitioner's disaster privileges will terminate immediately.
- F. Any individual identified in the Medical Center Emergency Management Plan with the authority to grant disaster privileges shall also have the authority to terminate disaster privileges. Such authority may be exercised in the sole discretion of the Medical Center and will not give rise to a right to a fair hearing or an appeal.

## **6.8 EXPEDITED CREDENTIALING**

### **6.8.1 Eligibility:**

An expedited review and approval process may be used for initial appointment and for reappointment. All initial applications for membership and/or privileges will be designated as eligible for expedited credentialing or not. A completed application that does not raise concerns, as identified by the lack of any of the criteria noted below, is eligible for expedited credentialing:

- A. The application is deemed to be incomplete;
- B. The final recommendation of the CSEC is adverse or with limitation;
- C. The Applicant is found to have experienced an involuntary termination of clinical staff membership or involuntary limitation, reduction, denial, or loss of clinical privileges at another organization or has a current challenge or a previously successful challenge to licensure or registration;
- D. The Applicant is, or has been, under investigation by a state medical board or has prior disciplinary actions or legal sanctions;
- E. The Applicant has had two (2) or more or an unusual pattern of malpractice cases filed within the past five (5) years or one final adverse judgment in a professional liability action in excess of \$250,000;
- F. The Applicant has one or more reference responses that raise concerns or questions;

- G. A discrepancy is found between information received from the Applicant and references or verified information;
- H. The Applicant has an adverse National Practitioner Data Bank report;
- I. The request for privileges is not reasonable based upon applicant's experience, training, and demonstrated current competence, and/or is not in compliance with applicable criteria;
- J. The Applicant has been removed from a managed care panel for reasons of professional conduct or quality;
- K. The Applicant has potentially relevant physical, mental and/or behavioral health problems;
- L. Other reasons as determined by a clinical staff leader or other representative of the Medical Center which raise questions about the qualifications, competency, professionalism or appropriateness of the Applicant for membership or privileges.

**6.8.2 Approval Process:**

Applicants for expedited credentialing will be granted Clinical Staff membership and/or privileges after review and action by the following: the Department Chair, the Credentials Committee, and CSEC with a quorum as defined for expedited credentialing and a committee of the UVA HSB consisting of at least two individuals.

**6.9 TELEMEDICINE CREDENTIALING AND PRIVILEGING**

**6.9.1 Receipt of Telemedicine Services From Other Sites**

All Members who diagnose or treat patients via telemedicine link are subject to the credentialing and privileging processes of the organization that receives the telemedicine service.

Telemedicine is the provision of clinical services to patients by Practitioners from a distance via electronic communications. The originating site is the site where the patient is located; the distant site is the site where the Practitioner is physically viewing the telemedicine images. Practitioners providing only telemedicine services to the Medical Center from a distant site will not be appointed to the Clinical Staff but must be granted privileges at the Medical Center. The Clinical Staff may recommend privileges to the UVA HSB through one of the following mechanisms:

- A. The Medical Center uses the credentialing and privileging decision made by the distant-site to make a final privileging decision. For the Clinical Staff to rely upon the credentialing and privileging decisions made by the distant-site hospital when making recommendation on privileges for the individual distant-site physicians and Practitioners providing such services, the UVA HSB ensures, through the Medical Center's written agreement with the distant-site hospital, that all of the following provisions are met:
  - 1. The distant site providing the telemedicine services is a Medicare-participating and Joint Commission-accredited hospital or ambulatory care organization;

2. The individual distant-site physician or Practitioner is privileged at the distant-site providing the telemedicine services for those services to be provided at the originating site, and the distant site provides a current list of the distant site physician's or Practitioner's privileges at the distant-site hospital or ambulatory care organization;
  3. The individual distant-site physician or Practitioner holds a license issued or recognized by the State in which the hospital whose patients are receiving the telemedicine services is located; and
  4. With respect to a distance physician or Practitioner who holds current privileges at the Medical Center, the Medical Center has evidence of an internal review of the distant-site physician's or Practitioner's performance of these privileges and sends the distant-site hospital such performance information for use in the periodic appraisal for use in the periodic appraisal of the distant-site physician or Practitioner. At a minimum, this information must include all adverse outcomes related to sentinel events considered reviewable by The Joint Commission that result from the telemedicine services provided by the distant-site physician or Practitioner to the Medical Center's Patients' and all complaints the Medical Center has received about the distant-site physician or Practitioner.
- B. The Clinical Staff privileges Practitioners using credentialing information from the distant site if the distant site is a Joint Commission accredited organization. Once the Clinical Staff makes its recommendation regarding the privileging of the telemedicine provider, it then must go through the remainder of the credentialing process for a decision regarding approval by the UVA HSB as set forth in Article VII of these Bylaws.

#### **6.9.2 Provision of Telemedicine Services to Other Sites**

Practitioners providing telemedicine services to other hospitals from the Medical Center must be granted privileges at the Medical Center for any services that are rendered via telemedicine to other site(s). If this service is rendered by Residents or Fellows, then any telemedicine interpretation must be overseen by a Practitioner with appropriate clinical privileges before the reading can be furnished to the other site(s).

### **ARTICLE VII APPOINTMENT AND REAPPOINTMENT**

#### **7.1 PROCEDURE FOR INITIAL APPOINTMENT**

When the Dean and a Department Chair have mutually agreed upon a candidate (hereinafter referred to as "Applicant") for his or her Department, the Dean and the Chair jointly shall forward a copy of the offer letter and a request for appointment and privileges to the Credentials Committee for an initial period not to exceed one (1) year. All required information and documentation shall be submitted in accordance with the Credentials Manual, including the deadlines set forth therein using the application form or other forms required thereby. No application shall be considered until all required information and documentation is completed within the timeframes specified in the Credentials Manual.

The Credentials Committee shall then follow the credentialing procedures set forth in the Credentials Manual including the process related to the information required in an application for initial appointment and the processing of the application. Upon receipt and review of all necessary credentialing documentation, the Credentials Committee, upon recommendation of the Department Chair, shall recommend to the Clinical Staff Executive Committee that such Applicant should either be granted or denied initial privileges in the Medical Center. The Clinical Staff Executive Committee shall then review the Credentials Committee's recommendation and all applicable documentation. If the Credentials Committee and the Clinical Staff Executive Committee are both in favor of granting privileges to the Applicant, the favorable recommendation shall be forwarded to the UVA HSB for final action.

In the case of an application for Associate Membership, the procedures outlined in the Credentials Manual shall be considered until all required information and documentation is completed within the timeframes specified in the Credentials Manual.

## **7.2 PROVISIONAL APPOINTMENT STATUS**

Initial appointments and all initially granted Clinical Privileges for all Practitioners shall be provisional for a period of one year. During this provisional period, the individual's performance and clinical competence shall be observed and evaluated through FPPE and OPPE by the Department Chair, Division Chair, or Peer designee of the applicable Clinical Department. If at the end of the year the Practitioner satisfies the requirements to become a Clinical Staff Member or have a privileging status as provided in the Credentials Manual, the provisional status ceases. If at the end of the year the Practitioner does not satisfy the requirements as specified in the Credentials Manual, then membership in the Clinical Staff and Clinical Privileges for that individual shall cease. Failure to achieve the appropriate status from provisional status, when due to a lack of clinical volume, shall not give rise to the procedural rights, afforded by Article IX of these Bylaws. Failure to achieve the appropriate status from provisional status, due to issues of competency or conduct, shall give rise to the procedural rights afforded by Article IX of these Bylaws.

All initial Clinical Staff appointees to the Active or Associate Categories and all Non-member appointees to the Consulting/Visiting, Contract Physician, Telemedicine, Visiting/Re-entry Postgraduate Trainee, or APP categories, and all re-appointees to these categories after termination of a prior appointment, shall serve a provisional status period of no less than one (1) year. During this time proctoring must be satisfactorily completed unless a specific exception is applied for by the Department Chair and approved by the Credentials Committee as specified in section B below. Each Member in provisional status shall be assigned to a Department in which their performance shall be evaluated through proctoring to determine their eligibility for advancement to non-provisional status in the appropriate Clinical Staff category.

### **A. Responsibilities**

A Practitioner in provisional status shall have all of the responsibilities of the membership category.

### **B. Proctoring**

Each provisional appointee shall complete such proctoring (Focused Professional Practice Evaluation) as required by the Clinical Service and approved by the Credentials Committee in

accordance with [Medical Center Policy No. 0279](#) (“[Professional Practice Evaluations for Privileged Providers](#)”).

### **7.3 PROCEDURE FOR REAPPOINTMENT**

Periodic redetermination of Clinical Privileges for Active Clinical Staff Members, and the increase or curtailment of same, shall be based upon the reappointment procedures set forth in the Credentials Manual, including deadlines for submission of information and documentation and the forms required thereby. Criteria to be considered at the time of reappointment may include specific information derived from the Department’s direct observation of care provided, information gathered through FPPE and OPPE, review of records of patients treated in this or other medical centers, review of the records of the Departmental Clinical Staff as compared to the records of the particular Member and an appropriate comparison of the performance of the Member with his or her professional colleagues in the Department. If a Member chooses not to seek reappointment or renew privileges, the procedures set forth in Article IX shall not apply.

### **7.4 END OF PROVISIONAL STATUS**

A Member in provisional status may become an Active or Associate Member upon the satisfactory conclusion of provisional status as provided in these Bylaws and the Credentials Manual, which appointment shall be for no more than two (2) years at a time and as more specifically provided in the Credentials Manual.

### **7.5 CHANGES IN QUALIFICATION**

If during the course of any period of appointment, the qualifications of the Member change, or the Department learns of Adverse Action taken by an official licensing or certification body or Medicare or Medicaid, then those changes in qualification or Adverse Action must be reported immediately to the Member’s Department Chair and the Credentials Committee who will review the information and determine whether the Member’s privileges should be revoked, revised, or suspended. The provisions of Section 8.6 or Article IX will apply.

### **7.6 NEW OR ADDITIONAL CLINICAL PRIVILEGES**

Applications for new or additional Clinical Privileges must be in writing and submitted by the Applicant as well as by the appropriate Department Chair. All applications for new or additional Clinical Privileges shall be submitted on a form prescribed by the Credentials Committee upon which the type of Clinical Privileges desired and, among other things, the Member’s relevant recent training and/or experience are set out, together with any other information required by the Credentials Manual or the Credentials Committee. Such applications shall be processed as provided in the Credentials Manual, including the timeline for processing. Licensure and the National Practitioner Data Bank will be queried at any request for new privileges. The Credentials Committee shall determine the conditions and requirements upon which any new or additional Clinical Privileges shall be granted, including but not limited to, how current competence will be demonstrated and any proctoring or other monitoring requirements, and will recommend the requirements to the Clinical Staff Executive Committee for consideration. In turn CSEC shall make appropriate recommendations regarding new or additional

Clinical Privileges to the UVA HSB for final determination. A decision not to approve a new or additional Clinical Privilege to be performed within the Medical Center and/or to be added to the Medical Center privilege list shall not be deemed an Adverse Action or a denial of privileges nor entitle any individual to the hearing rights set forth in Article IX of these Bylaws. The Applicant's performance and clinical competence shall be observed and evaluated through FPPE by the Department Chair, Division Chief, and Peer designee of the applicable Clinical Department and documentation is completed within the timeframes specified in the Credentials Manual.

#### **7.7 BURDEN OF PRODUCING INFORMATION**

In connection with all applications for appointment of membership and for Clinical Privileges, the Applicant shall have the burden of producing information for an adequate evaluation of the Applicant's qualifications and suitability for the Clinical Privileges requested, of resolving any reasonable doubts about these matters, and of satisfying requests for information. This burden may include submission to a medical or psychological examination, at the Applicant's expense, if deemed appropriate by the Department Chair, the President of the Clinical Staff, the Chair of the Credentials Committee, the Chief Executive Officer of the Medical Center or the Dean of the School of Medicine. The President of the Clinical Staff, the Chair of the Credentials Committee, the Chief Executive Officer of the Medical Center, or the Director of the Clinicians Wellness Program shall select the examining physician, program, and/or site of the examination.

The Applicant or Member has a duty to advise the Credentials Committee, within fifteen (15) days, of any change in information previously submitted related to his or her credentials. The Applicant's failure to sustain these duties shall be grounds for denial of the application or termination of a Member's Clinical Staff membership and a Member or Non-member's Clinical Privileges.

### **ARTICLE VIII CORRECTIVE ACTION FOR MEMBERS AND NON-MEMBERS WITH CLINICAL PRIVILEGES**

#### **8.1 CRITERIA FOR INITIATION**

A Member's or Non-member's Clinical Privileges may be reduced, suspended or revoked for clinical practice or professional conduct determined to be lower than the standards of the Medical Center and the Clinical Staff, or to be disruptive to operations of the Medical Center, or for violation of these Bylaws, directives of the Clinical Staff Executive Committee or the UVA HSB, the Clinical Staff Code of Conduct, or policies, procedures, rules or regulations of the Medical Center, Health System or the applicable Clinical Service. A request for initiation of investigation or action against such Member or Non-member shall be made to the President or Vice President of the Clinical Staff by written request from any Member or from the Chief Executive Officer. Upon receipt of a written request for investigation or action, the President or Vice President shall immediately forward the matter to the Credentials Committee for review and recommendation when the information provided indicates that such Member or Non-member may have exhibited acts, demeanor, or conduct reasonably likely to be:

(a) detrimental to team member safety, patient safety or to the delivery of quality patient care; (b)

unethical; (c) contrary to the Medical Center and/or Health System policies and procedures, these Bylaws, or the Clinical Staff Code of Conduct; (d) disruptive to the operation of the Medical Center; (e) below applicable professional standards; or (f) the result of impairment of the Member or Non-member by reason of illness, use of drugs, narcotics, alcohol, chemicals or other substances or as a result of any physical or mental condition that impairs the Member's or Non-member's clinical practice. Article 8.2 addresses procedures to be followed when concerns described in (f) above are raised.

To the extent possible, the identity of the individual requesting initiation of investigation shall not be disclosed. In order to safeguard the legally privileged status of peer review, the individual requesting an investigation may not be entitled to receive information about the course or findings of the investigation. The Chair of the Credentials Committee may inform the individual requesting an investigation about the status of action on the request and, if investigation is initiated, the expected date of completion.

## **8.2 INITIATING EVALUATION AND/OR INVESTIGATION OF POSSIBLE IMPAIRING CONDITIONS**

The UVA HSB and the Clinical Staff Executive Committee recognize the need to assist Members or Non-members who have been granted Clinical Privileges to address physical and mental health issues as well as to protect patients and staff members from harm. Based upon concerns that a Member's or Non-member's behavior or clinical practice may be affected by impairment by reason of illness, use of drugs, narcotics, alcohol, chemicals or other substances or any physical or mental condition, a Department Chair, the President, the Chief Executive Officer, the Dean, the Chair of the Credentials Committee, or the Director of the Clinicians' Wellness Program may require that a Member or Non-member who has been granted Clinical Privileges undergo a physical and/or mental examination(s) by one or more qualified Practitioners or programs recommended after consultation with Faculty and Employees Assistance Program ("FEAP") or the Clinicians Wellness Program. See also Medical Center Policy No. 0242 ("Clinicians Wellness Program"). The individual initiating the evaluation shall notify the President or Chair of the Credentials Committee of the requirement for evaluation. The purpose of the evaluation and investigation process concerning potential impairing conditions is to protect patients and others working with the affected practitioner and to aid the Member or Non-member in retaining or regaining optimal professional functioning.

On its own initiative, the Credentials Committee may require evaluation by the Clinicians' Wellness Program or FEAP for any Member or Non-member who appears to suffer from a potentially impairing condition. The Credentials Committee may also encourage any such Member or Non-member to seek assistance from the Clinicians' Wellness Program or FEAP.

If the Member or Non-member refuses to undergo the examination, his/her Clinical Privileges shall be automatically inactivated and there shall be no further consideration of continued privileges until the examination is performed. The Member or Non-member shall authorize the qualified Practitioner(s), to submit reports of the evaluation(s) to FEAP or to the Director of the Clinicians Wellness Program. FEAP or the Clinicians Wellness Program shall notify the President or Chair of the Credentials Committee of the recommendations made by the qualified Practitioner(s). Any time limit for action by the Credentials Committee, as specified in Section 8.4 below, shall be extended for the number of days from the request for the examination(s) to the receipt of the examination recommendations.

The Credentials Committee may also require periodic monitoring after completion of any evaluation

treatment/ or rehabilitation. If the Member or Non-member does not complete the initial treatment/rehabilitation program or does not comply with the required monitoring, the provisions of Article 8.4 or 8.5 automatic relinquishment shall be applicable. In addition, the Credentials Committee shall strictly adhere to any state or federal statutes or regulations containing mandatory reporting requirements

If at any time during the diagnosis, treatment, or rehabilitation phase of the process it is determined that a Member or Non-member is unable to safely perform the Clinical Privileges he or she has been granted, the Credentials Committee shall proceed in accordance with Sections 8.4 or 8.5, as appropriate, below. Additionally, the Credentials Committee shall adhere to any state or federal statutes or regulations containing mandatory reporting requirements.

### **8.3 ROUTINE ACTION**

Upon approval of the Credentials Committee, initial collegial efforts may be made prior to resorting to formal corrective action. Such collegial interventions shall not constitute formal corrective action, shall not afford the individual subject to such collegial efforts to the right to a fair hearing, and shall not require reporting to the National Practitioner Data Bank, except as otherwise provided in these Bylaws or required by law. Alternatives to formal corrective action may include:

- A. Informal discussions or formal meetings regarding the concerns raised about conduct or performance, including the actions outlined in these Bylaws or Medical Center or Health System policies and that may be taken to address disruptive conduct;
- B. Written letters of guidance, or warning regarding the concerns about conduct or performance;
- C. Notification that future conduct or performance shall be closely monitored and notification of expectations for improvement;
- D. Suggestions or requirements that the individual seek continuing education, consultations, or other assistance in improving performance;
- E. Warnings regarding the potential consequences of failure to improve conduct or performance; and/or
- F. Requirements to seek evaluation, as provided in Article 8.2 of these Bylaws.

### **8.4 INITIATING EVALUATION AND RECOMMENDATION FOR FORMAL CORRECTIVE ACTION**

#### **8.4.1 Investigation**

Upon receipt of the request for initiation of formal investigation and after determining that the procedures outlined in Article 8.2 and 8.3 above are not appropriate, the Member or Non-member shall be notified in writing that an investigation is being conducted. In addition the applicable Department Chair, the Dean, and the Chief Executive Officer shall be notified of the investigation. The Member or Non-member shall provide to the Credentials Committee all available information that it requests.



Failure to provide such requested information will itself be considered grounds for corrective action. The Credentials Committee may, but is not obligated to, review medical files or other documents and conduct interviews with witnesses; however, such investigation shall not constitute a “hearing” as that term is used in Article IX, nor shall the procedural rules with respect to hearings or appeals apply. The Credentials Committee may, in its sole discretion, request an interview with the Member or Non-member under investigation and, during such interview, question the Member or Non-member about matters under investigation.

A record of such interview shall be made by the Credentials Committee. Within forty (40) days of the receipt of the request for initiation of investigation, the Credentials Committee shall report to the Clinical Staff Executive Committee on the progress of the investigation and the estimated time required to complete the investigation. In most instances, the investigation shall not last longer than ninety (90) days. However, for good cause, the Chair of the Credentials Committee may ask the Clinical Staff Executive Committee to extend the time for completion of the investigation. At the completion of the investigation, the Chair of the Credentials Committee shall submit to the Clinical Staff Executive Committee the Credentials Committee’s findings and recommendations resulting from the investigation.

The Clinical Staff Executive Committee may accept, reject or modify the findings and recommendations of the Credentials Committee and recommend to the UVA HSB approval of a final action. The Member and the Department Chair to which the Member is assigned shall be notified in writing of the recommendation of the Clinical Staff Executive Committee.

#### **8.4.2 Recommendation**

The Credentials Committee’s written recommendation to the Clinical Staff Executive Committee of action to be taken on the matter may include, without limitation:

- A. Determining that no further action is necessary on the matter;
- B. Issuing a warning, a letter of admonition, or a letter of reprimand;
- C. Recommending terms of probation or requirements of consultation;
- D. Recommending reduction, suspension or revocation of Clinical Privileges;
- E. Recommending suspension or revocation of Clinical Staff membership;
- F. Recommending concurrent monitoring or retrospective auditing;
- G. Requiring additional training;
- H. Requiring evaluation by a clinician assessment organization or individual;
  - I. Requiring a Proctor for all procedures. Or
  - J. Requiring participation in designated programs addressing behavioral concerns

Any corrective action in accordance with subsections (c) through (f) of this Section shall entitle the Member to the procedural rights provided in Article IX of these Bylaws.

#### **8.4.3 Cooperation with Investigation**

All Members and Non-members shall cooperate as necessary for the conduct of any investigation.

#### **8.5 PRECAUTIONARY SUMMARY SUSPENSION**

Whenever: (a) the conduct or clinical performance of a Member or a Non-member who has been granted Clinical Privileges reasonably appears to pose a threat that requires that action be taken to protect the health, life or safety of patients or prospective patients, or any other person in or associated with the Medical Center, or (b) whenever the conduct or clinical performance of a Member or a Non-member who has been granted Clinical Privileges reasonably appears to pose a substantial harm to the life, health and safety of any patient, prospective patient, or staff member, the President, Chief Executive Officer or the Chair of the Credentials Committee may summarily restrict or suspend the Clinical Staff membership or Clinical Privileges of such Member or Non-member. Unless otherwise stated, such summary suspension shall become effective immediately upon imposition. The President or Chair of the Credentials Committee shall promptly give written notice of the suspension or restriction; to the Member or Non-member in question; the Department Chair and the Division Head, if applicable, to which the Member or Non-member is assigned; the Dean; the Chief Executive Officer as co-chair of the Clinical Staff Executive Committee.

The summary restriction or suspension may be limited in duration and shall remain in effect for the period stated or, if not so limited, shall remain in effect until resolved by the procedures specified in Article IX with respect to Members and Non-members who are Physicians and Dentists only. An alternative fair hearing and appeal plan is available for Non-members who are not Physicians or Dentists and for APPs as noted in Section 9.5.1. Unless otherwise indicated by the terms of the summary restriction or suspension, the Clinical Department Chair or his/her designee shall assign the patients of the Member or Non-member in question to another Member. Should the Member or Non-member who is subject to a precautionary summary suspension, upon being notified of the suspension, decide to voluntarily request inactivation of his/her privileges during the duration of the investigation required by 8.4.1, the precautionary summary suspension may be voided and withdrawn at the direction of the President of the Clinical Staff. A request for voluntary inactivation of privileges must be submitted in writing to the President within three business days of notification regarding precautionary summary restriction or suspension.

#### **8.5.1 PROCEDURE FOR MEMBERS**

No later than 30 days after the date of the precautionary summary suspension and if the precautionary summary suspension still remains in effect, the Chair of the Clinical Staff Executive Committee shall designate a panel of its members to convene for review and consideration of the action; provided, however, that the Clinical Staff Executive Committee may extend the 30 day period for review for good cause if so requested by either the Member or the Chair of the Credentials Committee. Upon request and on such terms and conditions as the panel of the Clinical Staff Executive Committee may impose, the Member may attend and make a statement concerning the issues that led to the precautionary

summary suspension, although in no event shall any meeting of the panel of the Clinical Staff Executive Committee, with or without the Member, constitute a “hearing” within the meaning of Article IX, nor shall any procedural rules apply except those adopted by the panel of the Clinical Staff Executive Committee. The panel of the Clinical Staff Executive Committee may recommend to the Clinical Staff Executive Committee that the summary restriction or suspension be modified, continued or terminated. The Clinical Staff Executive Committee shall consider this recommendation at its next scheduled meeting and shall furnish the Member with written notice of its decision.

Unless the Clinical Staff Executive Committee terminates the summary restriction or suspension within fourteen (14) working days of such restriction or suspension, the Member shall be entitled to the procedural rights afforded by Article IX of these Bylaws.

## **8.5.2 PROCEDURE FOR NON-MEMBERS**

When a Non-member’s Clinical Privileges are summarily suspended pursuant to Section 8.5 the Non-member shall be notified in writing of the restriction or suspension and the grounds for the suspension. The Chair of the Credentials Committee shall refer the matter to the Credentials Committee at its next scheduled meeting. The Non-member, who is not a Physician or a Dentist, shall not be entitled to the procedural rights afforded by Article IX of the Bylaws. An alternative fair hearing and appeal plan is available for Non-members who are not Physicians or Dentists and for APPs, as noted in Section 9.5.1

## **8.6 AUTOMATIC ACTIONS**

The Member’s or Non Member’s clinical privileges or Clinical Staff membership may be subject to automatic actions as follows:

### **8.6.1 CHANGE IN LICENSURE**

#### **8.6.1.1 Revocation or Suspension**

Whenever a Member’s or Non-member’s license authorizing practice in the Commonwealth of Virginia is revoked or suspended by the applicable health regulatory board, Clinical Privileges shall be automatically revoked or suspended as of the date such action becomes effective.

#### **8.6.1.2 Probation and Other Restriction**

If a Member’s or Non-member’s license authorizing practice in the Commonwealth of Virginia is placed on probation by the applicable health regulatory board, his or her Clinical Privileges shall automatically become subject to the same terms and conditions of the probation as of the date such action becomes effective and throughout its duration. Whenever a Member’s or Non-member’s license authorizing practice in the Commonwealth of Virginia is limited or restricted by the applicable health regulatory board, any Clinical Privileges that the Member or Non-member has been granted by the Medical Center that are within the scope of such limitation or restriction shall be automatically limited or restricted in a similar manner, as of the date such licensing or certifying authority’s action becomes effective and throughout its duration.

## **8.6.2 Change in DEA Certificate Status**

**8.6.2.1 Revocation or Suspension** If a Member's or Non-member's DEA certificate is revoked, limited, or suspended, the Member or Non-member shall automatically be divested of the right to prescribe medications covered by the certificate as of the date such action becomes effective and throughout its term.

### **8.6.2.2 Probation**

If a Member's or a Non-member's DEA certificate is subject to probation, the Member's or Non-member's right to prescribe such medications automatically shall become subject to the same terms of the probation, as of the date such action becomes effective and throughout its term.

## **8.6.3 LACK OF REQUIRED PROFESSIONAL LIABILITY INSURANCE**

Failure to maintain professional liability insurance in amounts and of a type required by the UVA HSB, as such amounts shall be defined from time to time, shall be a basis for automatic suspension of a Member's or a Non-member's Clinical Privileges. If within 30 days after written warnings of such delinquency, the Member or Non-member does not provide evidence of the required professional liability insurance, and prior acts coverage for the uninsured period, such individual's Clinical Privileges shall be automatically terminated.

## **8.6.4 FEDERAL PROGRAM EXCLUSION**

If a Member or a Non-member is convicted of a crime pursuant to the Medicare and Medicaid Protection Act of 1987, Pub. L. 100-93, or a crime related to the provision of health care items or services for which one may be excluded under 42 U.S.C. Section 1320a7(a), or is suspended, excluded, debarred or otherwise declared ineligible to participate in Medicare or Medicaid or other federal or state health care or other programs, such Member's or Non-member's Clinical Privileges shall be automatically suspended as of the date such conviction or action with respect to the Medicare or Medicaid federal program becomes effective.

## **8.6.5 LOSS OF FACULTY APPOINTMENT OR TERMINATION OF EMPLOYMENT**

If a Member's or Non-member's faculty appointment in the School of Medicine or contract with UPG is terminated for any reason or for any length of time, his/her membership and Clinical Privileges shall be automatically revoked or suspended as of the date such loss of faculty appointment or termination of UPG contract becomes effective. Loss of faculty appointment or termination of UPG contract shall not give rise to a hearing under Article IX as such appointment is a prerequisite being granted clinical privileges. Due process procedures applicable to contesting the loss of a faculty appointment are set forth in the University of Virginia Provost Policy HRM-043 (Addressing Grievances for Administrative and Professional Non-Tenure Track Faculty). In the case of APP's, if Medical Center employment or UPG employment is terminated for any reason or any length of time, his/her Clinical Privileges within the Medical Center shall automatically be revoked or suspended as of the date of such termination. Loss of privileges due to such termination shall not give rise to a hearing appeal under Article 9.5. Due process procedures applicable under these circumstances are specified by applicable Medical Center HR Policy or UPG contract.

#### **8.6.6 FAILURE TO UNDERGO PHYSICAL AND/OR MENTAL EXAMINATION**

If a Member or Non-member fails or refuses to undergo a physical and/or mental examination or fails to complete the evaluation, treatment, rehabilitation program or does not comply with the required monitoring as required by Section 8.3 of these Bylaws, such failure or refusal shall result in automatic suspension of the Clinical Privileges of the Member or Non-member. Refusal to comply with health screening and/or infection control policies shall also result in automatic inactivation of Clinical Privileges.

#### **8.6.7 MATERIAL MISREPRESENTATION ON APPLICATION/REAPPLICATION**

Whenever a Member or Non-member has made a material misrepresentation on the application/reapplication for Clinical Privileges, the application/reapplication processing will stop (if still in progress) or membership and/or privileges will be automatically inactivated if they have already been granted prior to discovery of the material misrepresentation.

#### **8.6.8 FAILURE TO COMPLY WITH MEDICAL RECORDS COMPLETION REQUIREMENTS**

Whenever a Practitioner has failed to comply with the medical records completion requirements per [Medical Center Policy No. 0094 \(“Documentation of Patient Care \(Electronic ~~Medical-Health~~ Record\)”\)](#), the Practitioner may have his/her membership and/or Clinical Privileges inactivated until he/she is compliant with those requirements.

#### **8.6.9 FAILURE TO BECOME BOARD CERTIFIED OR FAILURE TO MAINTAIN BOARD CERTIFICATION**

The Clinical Privileges of a Practitioner who fails to become board certified or to maintain board certification shall be inactivated, unless the Practitioner has been granted an exception to these requirements by the Credentials Committee under the process outlined in Medical Center Policy No. 0221 (“Board Certification Requirements for Medical Center [Providers with Clinical PrivilegesPhysicians](#)”).

#### **8.6.10 CONVICTION OF A FELONY OR OTHER SERIOUS CRIME**

Conviction of a crime as set out in Va. Code Section 37.2-314 shall result in automatic suspension of Clinical Privileges and inactivation of Clinical Staff membership.

#### **8.6.11 ARTICLE IX INAPPLICABLE**

When a Member’s or Non-member’s privileges are restricted pursuant to any of the circumstances set out in this Section 8.6 , the hearing and appeal rights of Article IX shall not apply and the action shall be effective for the time specified. If the Member believes that any such automatic restriction of privileges is the result of an error, the Member may request a meeting with the Clinical Staff Executive Committee. A Non-member shall have no right to a meeting with the Clinical Staff Executive Committee.

## **8.6.12 CLINICAL PRIVILEGES AND CLINICAL STAFF MEMBERSHIP LINKAGE**

Except when explicitly stated otherwise in these Bylaws, the automatic inactivation of clinical privileges also results in automatic inactivation of Clinical Staff Membership.

## **ARTICLE IX HEARING AND APPELLATE REVIEW**

### **9.1 GENERAL PROVISIONS**

The provisions of Article IX do not apply to those actions specified in Section 8.6 or to the informal actions specified in Section 8.2 of Article VIII.

Advanced Practice Providers and Non-members who are not Physicians, Clinical Psychologists or Dentists shall be governed by the procedures set out in Section 9.5 below.

#### **9.1.1 Right to Hearing and Appellate Review**

- A. When any Member with the exception of Advanced Practice Providers, or any Non-member who is a Physician Clinical Pathologist, Clinical Psychologist or Dentist receives notice of a recommendation of the Clinical Staff Executive Committee that, if approved by the UVA HSB, will adversely affect his or her appointment to or status as a Member or his or her exercise of Clinical Privileges, he or she shall be entitled to a hearing before a hearing committee appointed by the Chair or Vice Chair of the Clinical Staff Executive Committee. If the recommendation of the Clinical Staff Executive Committee following such hearing is still adverse to the affected Member or Non-member, he or she shall then be entitled to an appellate review by the UVA HSB or a committee appointed by the Chair of the UVA HSB, before the UVA HSB makes a final decision on the matter. Such review shall be made based on the evidentiary record, unless the UVA HSB or the committee appointed by the UVA HSB to hear the appeal requests additional information.
- B. All hearings and appellate reviews shall be in accordance with the procedural safeguards set forth in Article IX to assure that the affected Member or Non-member is accorded all rights to which he or she is entitled.

#### **9.1.2 Exhaustion of Remedies**

If Adverse Action described in Section 9.2 is taken or recommended, the Applicant or Member must exhaust the remedies afforded by these Bylaws before resorting to legal action. For purposes of Article IX, the term "Member" may include "Applicant", as appropriate under the circumstances.

### **9.2 GROUNDS FOR HEARING**

Except as otherwise specified in these Bylaws, the following recommended actions or actions shall be deemed Adverse Actions and constitute grounds for a hearing, if such action is based on professional conduct, professional competence, or character:

- A. Denial of Clinical Staff Membership (excluding Administrative or Honorary Membership);
- B. Denial of Clinical Staff reappointment (excluding failure to obtain active status and Administrative or Honorary Membership);
- C. Suspension or Revocation of Clinical Staff Membership;
- D. Denial of requested Clinical Privileges (excluding Temporary Privileges) for a Member;
- E. Involuntary reduction of current Clinical Privileges for a Member excluding Administrative or Honorary Membership);
- F. Suspension of Clinical Staff Membership (excluding Administrative or Honorary Membership) or Clinical Privileges for a Member or Non-member if the duration of the suspension is for greater than 14 days and the reason for the suspension is one of competence or conduct; or
- G. Suspension or Revocation of Clinical Privileges (excluding loss of faculty appointment) for a Member or Non-member.

Actions described above in this Section that are the result of automatic relinquishment imposed pursuant to Section 8.6 of these Bylaws, shall not be considered an Adverse Action for purposes of Article IX.

### **9.3 REQUESTS FOR HEARING; WAIVER**

#### **9.3.1 Notice of Proposed Action**

In all cases in which a recommendation has been made as set forth in Section 9.2, the Chair or Vice Chair of the Clinical Staff Executive Committee shall send a Member or Non-member affected by an Adverse Action written notice of (a) his or her right to a hearing if requested by him or her within thirty (30) days of the Member's or Non-member notice, (b) reasons for the Adverse Action recommended, including the acts or omissions that form the basis of recommendation and a list of the patients in question if applicable, and (c) his or her rights at such a hearing, including the hearing procedures described in Section 9.4. Such notice shall be sent by hand delivery or certified mail, return receipt requested.

#### **9.3.2 Request for Hearing**

The Member or Non-member shall have thirty (30) days following receipt of notice of such action to request a hearing. The request shall be in writing addressed to the Chair of the Clinical Staff Executive Committee. The request shall contain a statement signed by the Member or Non-member that the Member or Non-member shall maintain confidentiality of all documents provided to the Member or Non-member during the hearing process and shall not disclose or use the documents for any purpose outside the hearing process. Unless the Member or Non-member is under summary suspension, he or she shall retain existing rights and privileges until all steps provided for in Sections 9.4 through 9.4.8 of Article IX of these Bylaws below have concluded. If, however, the Member's or Non-member reappointment term is scheduled to expire during the hearing process, the Member's or Non-member

membership and privileges shall expire unless (i) the Clinical Staff Executive Committee reappoints the Practitioner until the hearing is concluded, or (ii) the Member is reappointed according to final action by the UVA HSB.

The Credentials Committee and the affected Practitioner shall be parties to the hearing.

### **9.3.3 Waiver of Hearing**

In the event the Member does not request a hearing within the time and manner described, the Member shall be deemed to have waived any right to a hearing and to have accepted the recommendation involved. The recommendation of the Clinical Staff Executive Committee shall then become final and effective as to the Member when it is approved by the UVA HSB.

### **9.3.4 Notice of Time, Place and Procedures for Hearing**

Upon receipt of a request for hearing, the Chair or Vice Chair of the Clinical Staff Executive Committee shall schedule a hearing and give notice to the Member of the time, place and date of the hearing, which shall not be less than thirty (30) days after the date of the notice. Each party shall provide the other with a list of witnesses within fifteen (15) days of the hearing date, unless both parties agree otherwise. Witness lists shall be finalized no later than five (5) working days before the hearing. Notwithstanding the foregoing, the Hearing Entity shall have the right to call such witnesses as it deems appropriate and necessary. Unless extended by the Chair of the Hearing Entity, described in Section 9.3.5 below, the date of the commencement of the hearing shall be not less than thirty (30) days, nor more than ninety (90) days from the date of receipt of the request for a hearing; provided, however, that when the request is received from a Member who is under summary suspension, the hearing shall be held as soon as the arrangements may reasonably be made and provided further that the parties may agree to a mutually convenient date beyond the ninety (90) day period.

### **9.3.5 Hearing Entity**

The Chair of the Clinical Staff Executive Committee may, in his or her discretion and in consultation with the Chair of the Credentials Committee, the Chief Executive Officer and other members of CSEC as he or she deems appropriate, direct that the hearing be held: (1) before a panel of no fewer than three (3) Members who are appointed by the Chair of the Clinical Staff Executive Committee and the Chief Executive Officer and if possible are Peers of the Member or Non-member in clinical practice or academic rank and are not in direct economic competition with the Member or Non-member involved, nor have been involved in the request for corrective action, any subsequent investigative process, or the decision to proceed with corrective action, or (2) by an independent Peer Review panel from outside the Medical Center whose members are not in direct economic competition with the Member or Non-member involved, or (3) a panel consisting of a combination of (1) and (2). Each type of panel described in the preceding sentence shall be referred to hereinafter as the "Hearing Entity." Knowledge of the matter involved shall not preclude a Clinical Staff Member from serving as a member of the Hearing Entity; however each member must certify at the time of appointment and also on the record at the hearing that any prior knowledge he or she may have does not preclude rendering a fair and impartial decision. The Chair of the Clinical Staff Executive Committee shall designate the chair of the Hearing Entity. At least three-quarters of the members of the Hearing Entity shall be present when the hearing takes place and no member may vote by proxy. In the event of any conflict involving the Chair of the



Clinical Staff Executive Committee, the Chief Executive Officer or designee shall be responsible for performing the duties described in this paragraph.

#### **9.3.6 Failure to Attend and Proceed**

Failure without good cause of the affected Member or Non-member to personally attend and proceed at such a hearing shall be deemed to constitute voluntary acceptance of the recommendations involved and his or her request for a hearing shall be deemed to have been withdrawn.

#### **9.3.7 Postponements and Extensions**

Once a request for hearing is initiated, postponements and extensions of time beyond the times permitted in these Bylaws may be permitted by the Hearing Entity, or its chairperson, acting upon its behalf. Such decisions are solely within the discretion of the Hearing Entity or its presiding officer and may be granted only for good cause.

### **9.4 HEARING PROCEDURE**

#### **9.4.1 Representation**

The hearings provided for in these Bylaws are for the purpose of intra-professional resolution by peers of the Member or Non-member of matters bearing on professional conduct, professional competency or character. If requested by either the affected Member or Non-member or the Credentials Committee in accordance with Section 9.4.2, however, both sides may be represented by legal counsel. In lieu of legal counsel, the Member or Non-member may be represented by another person of his or her choice.

#### **9.4.2 The Hearing Officer**

The President of the Clinical Staff may appoint a hearing officer to preside at the hearing. In the sole discretion of the President, the hearing officer may be an attorney qualified to preside over a quasi-judicial hearing. If requested by the Hearing Entity, the hearing officer may participate in the deliberations of the Hearing Entity and be an advisor to it, but the hearing officer shall not be entitled to vote.

#### **9.4.3 The Presiding Officer**

The Hearing Entity shall have a presiding officer. If the President of the Clinical Staff appoints a hearing officer pursuant to Section 9.4.2, then the hearing officer shall serve as the presiding officer. If no hearing officer is appointed, then the Chair of the Hearing Entity shall serve as the presiding officer. The presiding officer shall strive to assure that all participants in the hearing have a reasonable opportunity to be heard and to present relevant oral and documentary evidence in an efficient and expeditious manner, and that proper decorum is maintained. The presiding officer shall be entitled to determine the order of or procedure for presenting evidence and argument during the hearing and shall have the authority and discretion to make all rulings on questions that pertain to matters of law, procedure, or the admissibility of evidence. If the presiding officer determines that either side in a hearing is not proceeding in an efficient and expeditious manner, the presiding officer may take such discretionary action as seems warranted by the circumstances.

#### **9.4.4 Record of the Hearing**

An official reporter shall be present to make a record of the hearing proceedings. The cost of attendance of the reporter shall be borne by the Medical Center, the cost of the transcript, if any, shall be borne by the party requesting it.

#### **9.4.5 Rights of the Parties**

Within reasonable limitations imposed by the presiding officer, the Credentials Committee, the Hearing Entity and the affected Member or Non-member may call and examine witnesses for relevant testimony, introduce relevant exhibits or other documents, cross-examine or impeach witnesses who have testified orally on any matter relevant to the issues and otherwise rebut evidence. The Member or Non-member may be called by the Credentials Committee or the Hearing Entity, as appropriate, and be examined as if under cross-examination.

- A. Burden of Proof. The Credentials Committee shall appoint one of its members to represent it at the hearing, to present facts in support of its adverse recommendation and to examine witnesses. Where the issue concerns the denial of initial Clinical Staff membership, it shall be the obligation of the affected Applicant to present appropriate evidence in support of his or her application, but the Credentials Committee representative shall then be responsible for showing that evidence exists to support the decision and that the Credentials Committee appropriately exercised its authority under these Bylaws and other applicable rules or regulations of the Medical Center. In all other situations outlined in Section 9.2 above, it shall be the obligation of the Credentials Committee representative to present appropriate evidence in support of the adverse recommendation, but the affected Member or Non-member shall then be responsible for supporting his or her challenge to the adverse recommendation by providing appropriate evidence showing that the grounds for the decision lacked support in fact or that such grounds or action based upon such grounds is either arbitrary or capricious.
- B. Written Statement. Each party shall have the right to submit a written statement at the close of the hearing.
- C. Written Decision. The affected Member or Non-member shall be informed in writing by the Clinical Staff Executive Committee of the recommendation of the Hearing Entity, including a statement of the basis for the recommendation, and shall be informed in writing of the decisions of the Clinical Staff Executive Committee and the UVA HSB, including a statement of the basis for the decision.

#### **9.4.6 Evidence**

Judicial rules of evidence and procedure relating to the conduct of the hearing, examination of witnesses, and presentation of evidence shall not apply to a hearing conducted under Article IX of these Bylaws. Any relevant evidence, including hearsay, shall be admitted if it is the sort of evidence on which responsible persons are accustomed to rely in the conduct of serious affairs, regardless of the admissibility of such evidence in a court of law. The Hearing Entity may question the witnesses or call additional witnesses if it deems such action appropriate. At its discretion, the Hearing Entity may request both parties to file written arguments.

#### **9.4.7 Recess and Conclusion**

After consultation with the Hearing Entity, the presiding officer may recess the hearing and reconvene the same at such times and intervals as may be reasonable, with due consideration for reaching an expeditious conclusion to the hearing. Upon conclusion of the presentation of oral and documentary evidence and the receipt of any closing written arguments, the hearing shall be closed. The Hearing Entity shall, at a time convenient to itself, conduct its deliberations outside the presence of the parties. The Hearing Entity may seek legal counsel during its deliberations and the preparation of its report. Upon conclusion of its deliberations, the hearing shall be declared finally adjourned.

#### **9.4.8 Decision of the Hearing Entity**

Within fifteen (15) days after final adjournment of the hearing, the Hearing Entity shall render a decision, which shall be accompanied by a report in writing and shall be delivered to the Clinical Staff Executive Committee. If the affected Member or Non-member is currently under summary suspension, the Hearing Entity shall render a decision and report to the Clinical Staff Executive Committee within five (5) working days after final adjournment. A copy of the decision shall also be forwarded to the UVA HSB and the affected Member or Non-member. The report shall contain a concise statement of the reasons supporting the decision.

#### **9.4.9 Decision of Clinical Staff Executive Committee and UVA HSB**

At its next scheduled meeting, the Clinical Staff Executive Committee shall review the report and decision of the Hearing Entity and shall, within thirty (30) days of such meeting, give written notice of its recommendation to the UVA HSB and the Member or Non-member. The Clinical Staff Executive Committee may affirm, modify or reverse the decision of the Hearing Entity.

#### **9.4.10 Appeal**

The Member or Non-member may submit to the Chief Executive Officer a written appeal statement detailing the findings of fact, conclusions, and procedural matters with which he or she disagrees, and his or her reasons for such disagreement. This written appeal statement may cover any matters raised at any step in the hearing process, and legal counsel may assist in its preparation. The statement shall be delivered by hand or by certified or registered mail to the Chief Executive Officer and received no later than fourteen (14) days after the Member's or Non-member's receipt of the recommendation of the Clinical Staff Executive Committee. The Chief Executive Officer shall provide a copy of the Member's or Non-member's statement to the UVA HSB and the Chair of the Clinical Staff Executive Committee. In response to the statement submitted by the affected Member or Non-member, the Clinical Staff Executive Committee may also submit a written statement to the UVA HSB and shall provide a copy of any such written statement to the Member or Non-member.

#### **9.4.11 Decision by the Health System Board**

- A. At a meeting following receipt of the Member's or Non-member's written appeal statement (or

after the expiration of the time in which the Member or Non-member had the opportunity to submit a written statement) and the Clinical Staff Executive Committee's written statement, the UVA HSB shall reach a final decision, shall render a decision in writing, and shall forward copies thereof to each party involved in the hearing. The decision of the UVA HSB shall include a statement of the basis for its decision.

- B. The UVA HSB may affirm, modify, or reverse the decision of the Clinical Staff Executive Committee. The UVA HSB may also refer the decision back to the Clinical Staff Executive Committee for reconsideration, or remand the matter to the hearing entity for further review. If the matter is remanded to the Hearing Entity for further review and recommendation, such Hearing Entity shall conduct its review within sixty days and make its recommendations to the UVA HSB. This further review and the time required to report back shall not exceed sixty (60) days except as the parties may otherwise agree, for good cause, as jointly determined by the Chair of the UVA HSB and the Hearing Entity or Clinical Staff Executive Committee. UVA HSB shall thereafter make its final decision.
- C. The decision of the UVA HSB as reflected in paragraphs (a) or (b) above shall constitute final action. This decision shall be immediately effective and shall not be subject to further hearing, or appellate review.

#### **9.4.12 Right to One Hearing and One Appeal**

No Member or Non-member shall be entitled to more than one evidentiary hearing and one appeal on any matter that shall have been the subject of Adverse Action or recommendation.

### **9.5 HEARING AND APPEAL PLAN FOR ADVANCED PRACTICE PROVIDERS AND NON-MEMBERS**

#### **9.5.1 Hearing Procedure**

Advanced Practice Providers and other Non-members who are not Physicians, Clinical Psychologists or Dentists (hereinafter "Practitioners") are not entitled to the hearing and appeals procedures set forth in the Clinical Staff Bylaws. In the event one of these Practitioners receives notice of a recommendation by the Clinical Staff Executive Committee that will adversely affect his/her exercise of Clinical Privileges, the Practitioner and his/her supervising physician, as applicable, shall have the right to meet personally with two Physicians and a Peer assigned by the President of the Clinical Staff to discuss the recommendation. The Practitioner and the supervising physician, as applicable, must request such a meeting in writing to the Clinical Staff Office within 10 working days from the date of receipt of such notice. At the meeting, the Practitioner and the supervising physician, as applicable, must be present to discuss, explain, or refute the recommendation, but such meeting shall not constitute a hearing and none of the procedural rules set forth in the Clinical Staff Bylaws with respect to hearings shall apply. Findings from this review body will be forwarded to the affected Practitioner, CSEC, and the UVA HSB.

#### **9.5.2 Appeal**

The Practitioner and the supervising physician, as applicable, may request an appeal in writing to the CEO within 10 days of receipt of the findings of the review body. Two members of the Clinical Staff

assigned by the chair of the Clinical Staff Executive Committee shall hear the appeal from the Practitioner and the supervising physician as applicable. A representative from the Clinical Staff leadership and from Medical Center leadership may be present. The decision of the appeal body will be forwarded to the UVA HSB for final decision. The Practitioner and the supervising physician will be notified within 10 days of the final decision of the UVA HSB.

## **ARTICLE X OFFICERS OF THE CLINICAL STAFF**

### **10.1 IDENTIFICATION OF OFFICERS**

The Officers of the Clinical staff shall be:

- A. President
- B. Vice President

### **10.2 QUALIFICATIONS OF OFFICERS**

Officers must be Physician or Dentist Members of the Active Clinical Staff in good standing at the time of their election and must remain Members of the Active Clinical Staff in good standing during their term of office. Failure to maintain such status shall immediately create a vacancy in the office involved.

### **10.3 NOMINATIONS**

All nominations for Officers shall be made by the Nominating Committee (which is described in Article XIII of these Bylaws) with the concurrence of the Chief Executive Officer and the Dean. Any Active Clinical Staff or Ph.D. Clinical Pathologist Staff may submit the name or names of any Member(s) of the Active Clinical Staff to the Nominating Committee for consideration as an Officer candidate. The Nominating Committee shall nominate one or more candidates for each office at least thirty (30) days prior to the election.

The Nominating Committee shall report its nominations for Officers to the Clinical Staff Executive Committee, with the approval of the Chief Executive Officer and the Dean, prior to the election and shall mail or deliver the nominations to the Clinical Staff at least ten (10) days prior to the election. Nominations for Officers shall not be accepted from the floor at the time of the election if voting occurs at a meeting.

### **10.4 ELECTIONS**

The Officers shall be elected by electronic ballot. Only members of the Active Clinical Staff shall be eligible to vote. The nominee receiving the most votes shall be elected. In the case of a tie, a majority vote of the Clinical Staff Executive Committee shall decide the election by secret written ballot at its next meeting or a special meeting called for that purpose.

### **10.5 TERMS OF OFFICE**

The Officers shall take office on the first day of July following election to office. The Officers shall serve for terms of three (3) years, unless any one of them shall resign sooner or be removed from office. The Officers each shall be eligible for re-election for one additional three (3) year term.

## **10.6 VACANCIES IN OFFICE**

If there is a vacancy in the office of the President, the Vice President shall serve during the vacancy. If there is a vacancy in the office of the Vice President, the Clinical Staff Executive Committee shall appoint an Active Member of the Clinical Staff to serve as Vice President until a special election to fill the position shall occur at a special meeting of the Clinical Staff, called for such purpose, or at a regular Clinical Staff meeting. The replacement Officer shall serve out the term of the original Officer.

## **10.7 REMOVING ELECTED OFFICERS**

Elected Officers may be removed by a two-thirds (2/3) vote of the Members of the Active Clinical Staff, or by a majority vote of the UVA HSB.

Permissible bases for removal of an elected Officer of the Clinical Staff include, but are not limited to:

- A. Failure to perform the duties of the position in a timely and appropriate manner;
- B. Failure to satisfy continuously the qualifications for the position;
- C. Having an automatic or summary suspension, or corrective action imposed that adversely affects the Officer's membership or privileges;
- D. Failure to follow the Clinical Staff Bylaws, Credentials Manual, the Code of Conduct, the Compliance Code of Conduct, or Medical Center policies, procedures, rules, or regulations;  
or
- E. Conduct or statements inimical or damaging to the best interests of the Clinical Staff or the Medical Center, including but not limited to violations of state or federal law or Medical Center policy related to conflict of interest or relationships with vendors (see, for example, Medical Center Policy No. 0013 "Interactions with Vendors, Sales and Service Representatives"): Health System Policy BEH-002 Conflict of Interest and Conflict of Commitment).

## **10.8 DUTIES OF OFFICERS**

### **10.8.1 Duties of the President**

The President shall be the spokesperson for the Clinical Staff and shall:

- A. Act in coordination and cooperation with the Chief Executive Officer and Medical Center senior leadership in all matters of mutual concern within the Medical Center;
- B. Call, preside at, and be responsible for the agenda of all general meetings of the Clinical Staff;

- C. Subject to the desire by the UVA HSB, serve on the UVA HSB as a nonvoting advisory member;
- D. Serve as the Chair of the Clinical Staff Executive Committee and as ex-officio member of all other Clinical Staff committees;
- E. Represent the views, policies, needs and grievances of the Clinical Staff to the UVA HSB, the Clinical Staff Executive Committee, and senior administration of the Medical Center, including the presentation to the UVA HSB of a report of the Clinical Staff at every meeting of the UVA HSB or as otherwise requested by the UVA HSB;
- F. Provide oversight of Clinical Staff affairs, including the Clinical Staff application process, committee performance, compliance with The Joint Commission and licensure requirements as they pertain to clinical practice and physician and patient concerns regarding clinical services;
- G. Jointly with the Chief Executive Officer, appoint individuals to committees of the Clinical Staff, unless otherwise provided in these Bylaws; and
- H. Perform such other functions as may be assigned to him or her by these Bylaws, the Clinical Staff Executive Committee or the UVA HSB.

#### **10.8.2 Duties of the Vice President**

The Vice President shall serve as the Chair of the Credentials Committee and the Vice-Chair of the Clinical Staff Executive Committee. In the absence of the President, the Vice President shall assume all the duties and have the authority of the President. The Vice President shall perform such other duties as the President may assign or as may be delegated by these Bylaws, the Clinical Staff Executive Committee or the UVA HSB.

### **ARTICLE XI CLINICAL STAFF EXECUTIVE COMMITTEE**

#### **11.1 DUTIES OF THE CLINICAL STAFF EXECUTIVE COMMITTEE**

Subject to the overall authority of the UVA HSB, the Clinical Staff Executive Committee shall be the executive committee of the Clinical Staff with the following duties to:

- A. Monitor, oversee and, where appropriate, manage the quality of clinical care delivered within the Medical Center;
- B. Communicate to Members and Non-members of the Clinical Staff regarding clinical practice issues and present the interests of the Clinical Staff to the UVA HSB;
- C. Act for the Clinical Staff in the intervals between Clinical Staff meetings and independently with respect to those matters over which CSEC is given authority in these Bylaws;
- D. Establish, review, and enforce the policies applicable to the Clinical Staff, including the Bylaws, the Code of Conduct, and all other Medical Center clinical policies regarding patient care;

- E. Control and monitor the membership of the Clinical Staff through oversight of the appointment, credentialing, and privileging process;
- F. Coordinate the activities and general clinical policies of the Medical Center to support institutional approach to patient care within the Medical Center;
- G. Oversee the functions of performance improvement of professional services provided by the Clinical Staff within the Medical Center;
- H. Advise the Medical Center management regarding the allocation and distribution of clinical resources, including assignments of beds, clinics, operating rooms, and other elements that are important to efficient and effective medical care within the Medical Center;
- I. Provide Clinical Staff representation and participation in any Medical Center deliberation affecting the discharge of Clinical Staff responsibilities;
- J. Report to the UVA HSB, as required, on the activities of the Clinical Staff Executive Committee and the Clinical Staff and makes specific recommendations to the UVA HSB relating to the clinical efforts of the Medical Center;
- K. Approve the creation and provide oversight of committees of the Clinical Staff as necessary for compliance with accreditation standards, regulatory requirements and governance of the Clinical Staff;
- L. Receive and act on reports and recommendations from the Clinical Staff committees and Departments;
- M. Develop a procedure for managing such conflict as may arise between the Clinical Staff and the Clinical Staff Executive Committee on issues related to the adoption, revision or amendment to Clinical Policies of the Medical Center;
- N. Notify Members of the Clinical Staff of its adoption of or amendment to Clinical Staff Policies of the Medical Center, and
- O. Perform such other duties as may be assigned to it by the UVA HSB.

## **11.2 MEMBERSHIP OF THE CLINICAL STAFF EXECUTIVE COMMITTEE**

The membership of the Clinical Staff Executive Committee shall consist of the following individuals, all of whom shall be voting members:

- President of the Clinical Staff
- Vice President of the Clinical Staff
- Chief Executive Officer of the Medical Center
- Chief Medical Officer of the Medical Center



- Chief Nursing Officer of the Medical Center
- Chief of Quality and Performance Improvement
- Dean of the School of Medicine
- Designated Institutional Officer for Graduate Medical Education
- [Designated Representative of Transitional Care Hospital](#)
- Clinical Chairs of the School of Medicine Departments of the University
- Chair, Children’s Hospital Clinical Practice Committee
- Regional Primary Care Medical Director
- Five (5) Clinical Staff Representatives selected by the Clinical Staff and APPs as provided in Section 11.3
- President of the Nursing Staff
- GME Housestaff Council Co-Presidents

In addition, the Medical Center Chief Operations Officer, and the Chief Medical Officer of University of Virginia Transitional Care Hospital Post-Acute Division shall serve on the Clinical Staff Executive Committee as a non-voting, ex-officio member(s). When the Department Chair is unable to attend a CSEC meeting, the Deputy may attend and vote in place of the Department Chair. The Deputy will count in establishing a quorum.

In the event that any of the positions listed above are renamed, then the newly named position shall be substituted automatically in lieu of the old position without the necessity for an amendment of these Bylaws.

**11.3 SELECTION OF THE CLINICAL STAFF REPRESENTATIVES**

There shall be one Member representative on the Clinical Staff Executive Committee from each of the five following areas (the “Clinical Staff Representatives”):

- Primary Care (drawn from General Internal Medicine, General Pediatrics, Family Medicine, Regional Primary Care, and Community Medicine)
- Medical Specialties (drawn from Internal Medicine, Pediatrics, Neurology, Psychiatry, and PM&R)
- Surgical Specialties (drawn from Surgery, Orthopedic Surgery, Neurological Surgery, Urology, Ophthalmology, Otolaryngology, Plastic Surgery, Dentistry, Dermatology, and Obstetrics and Gynecology)
- Hospital-Based Specialties (drawn from Anesthesiology, Pathology, Radiology, Radiation Oncology, and Emergency Medicine)
- APP Representative (drawn from Audiologists, Optometrists, Licensed or Certified Substance Abuse Counselors, Licensed Professional Counselors, Licensed Clinical Social Workers, Nurse Practitioners, Physician Assistants, and Certified Registered Nurse Anesthetists with UVAMC privileges)
- [Transitional Care Hospital \(drawn from ??????????\)](#)

All Clinical Staff Representatives, excluding the APP representative, shall be Active Members of the Clinical Staff in Good Standing, but may not be Clinical Department Chairs of the School of Medicine of the University. The Nominating Committee may specify requirements necessary to complete nominations for Clinical Staff Representatives. The Nominating Committee shall solicit nominations for the Clinical Staff Representatives from the Clinical Staff as necessary from time to

time. The Nominating Committee shall nominate one or more candidates for each Clinical Staff Representatives whose term is ending, and the Clinical Staff Office shall mail or electronically deliver the nominations to the Clinical Staff at least ten (10) days prior to the election. At a meeting called for such purpose or by electronic means, each Member or APP shall vote for one nominee from the area applicable to their specialty. The nominees receiving the most votes in each of the five (5) enumerated areas shall become the Clinical Staff Representatives of the Clinical Staff Executive Committee.

Each Clinical Staff Representative shall serve for a term of three (3) years and shall serve until the earlier to occur of (a) the end of such period and until his or her successor is appointed, or (b) the resignation or removal of such Clinical Staff Representative. A Clinical Staff Representative may be removed upon a two-third (2/3) vote of the Clinical Staff or upon a majority vote of the UVA HSB. No Clinical Staff Representative shall serve on the Clinical Staff Executive Committee in the capacity of Clinical Staff Representative for more than two (2) consecutive terms.

#### **11.4 MEETINGS OF THE CLINICAL STAFF EXECUTIVE COMMITTEE**

The Clinical Staff Executive Committee shall meet at least (10) times per year at a time and place as designated by the Chair of the Clinical Staff Executive Committee, and the expectation is the each member of the Clinical Staff Executive Committee will attend these meetings. Fifty-one percent (51%) of the membership of the Clinical Staff Executive Committee shall constitute a quorum. Attendance at the Clinical Staff Executive Committee meetings is not assignable for voting purposes. A substitute who is not a deputy may attend a meeting for purposes of information sharing but may not vote by proxy and will not count in the quorum.

#### **11.5 DUTIES OF THE CHAIR OF THE CLINICAL STAFF EXECUTIVE COMMITTEE**

The President shall serve as the Chair of the Clinical Staff Executive Committee. The duties of the Chair are to:

- A. Set the agenda for meetings of the Clinical Staff Executive Committee;
- B. Preside at the meetings of the Clinical Staff Executive Committee;
- C. Jointly with the Chief Executive Officer, coordinate and appoint committee members to all standing, special and multi-disciplinary committees of the Clinical Staff Executive Committee;
- D. Report as appropriate to the Clinical Staff on the activities of the Clinical Staff Executive Committee;
- E. In conjunction with the Chief Executive Officer, appoint individuals to serve on the Clinical Staff Committees described in Article XIII or otherwise created by the Clinical Staff Executive Committee; and
- F. Report to the UVA HSB, as required, on the activities of the Clinical Staff Executive Committee and the Clinical Staff.

**11.6 DUTIES OF THE VICE CHAIR OF THE CLINICAL STAFF EXECUTIVE COMMITTEE**

The Vice President shall serve as the Vice Chair of the Clinical Staff Executive Committee. The duties of the Vice Chair are to:

- A. Preside at the meetings of the Clinical Staff Executive Committee in the absence of the Chair;
- B. Present each Credentials Committee report to the Clinical Staff Executive Committee;
- C. Assume duties and have the authority of the Chair in the event of the Chair's temporary inability to perform his/her duties due to illness, absence from the community or unavailability for any other reason;
- D. Assume duties and have the authority of the Chair in the event of his/her resignation as until such time as a successor is designated; and
- E. Perform such other duties as may be assigned by the Chair.

**11.7 DUTIES OF THE SECRETARY OF THE CLINICAL STAFF EXECUTIVE COMMITTEE**

The Chair of the Clinical Staff Executive Committee shall appoint a Secretary of the Clinical Staff Executive Committee. The Secretary is not required to be a Member. The duties of the Secretary are to:

- A. Keep accurate and complete minutes of the meetings of the Clinical Staff Executive Committee;
- B. Maintain a roster of the members of the Clinical Staff Executive Committee;
- C. Send notices of meetings to the members of the Clinical Staff Executive Committee;
- D. Attend to all correspondence of the Clinical Staff Executive Committee; and
- E. Perform such other duties as ordinarily pertain to the office of secretary.

**11.8 DELEGATING AND REMOVING AUTHORITY OF THE CLINICAL STAFF EXECUTIVE COMMITTEE**

The Clinical Staff may from time to time propose the delegation of additional duties to the Clinical Staff Executive Committee and/or the removal of any of the duties specified in Article XI for which the Clinical Staff Executive Committee is responsible whenever the Active Clinical Staff votes at a special meeting of the Clinical Staff called for such purpose to approve such proposals as provided in this Section.

- A. Any Member of the Active Clinical Staff may propose the delegation of additional duties to the Clinical Staff Executive Committee and/or removal of any of the duties specified in

Article XI for which the Clinical Staff Executive Committee is responsible by notifying the President of the Clinical Staff, in writing, of the proposal.

- B. Upon receipt of the proposal the President will seek legal review of the proposal to ensure legal sufficiency and compliance. Any changes necessitated by law or regulation shall be made to the proposal.
- C. Once the legal review is complete, the Clinical Staff Office shall circulate the proposal to all members of the Active Clinical Staff for review.
- D. In accordance with the provisions of Article XIV of these Bylaws, if not less than fifteen percent (15%) of the Active Clinical Staff request a special meeting to consider any proposal to delegate additional duties to the Clinical Staff Executive Committee and/or to remove any of the duties specified in Article XI for which the Clinical Staff Executive Committee is responsible, the President shall call a special meeting of the Clinical Staff. If not, any such proposal shall not proceed
- E. A quorum for any such special meeting of the Clinical Staff shall be as provided in Section 14.3 of these Bylaws. If a quorum is present at the special meeting, any decision to add or remove any duties of the Clinical Staff Executive Committee shall require a majority vote in favor of the proposal by those Active Clinical Staff present at the special meeting.
- F. Any such proposal to add or remove any of the duties of the Clinical Staff Executive Committee shall also require the approval of the UVA Health System Board.

## **ARTICLE XII CLINICAL DEPARTMENTS**

### **12.1. Organization of Clinical Departments**

- A. The Medical Center and the School of Medicine are components of an academic Health System at the University of Virginia. The Members of the Clinical Staff of the Medical Center have faculty appointments in the School of Medicine, and all Clinical Staff are required to have faculty appointments in the School of Medicine or an employment contract with UPG as a condition of appointment to the Clinical Staff. Exceptions to this requirement will be considered only when practitioners are requesting Temporary Privileges under emergency circumstances to meet patient care needs as provided in the Bylaws, for Honorary Members, or such other exceptional circumstances as may be approved by the Chief Executive Officer, the President or the Chair of the Credentials Committee.
- B. The Clinical Staff is divided into clinical Departments, and some Departments are further subdivided into clinical Divisions. Each Department is organized as a separate component of the Clinical Staff and shall have a Chair selected and entrusted by the Dean, with the authority, duties and responsibilities specified in Section 12.6. A Division of a Department is directly responsible to the Department within which it functions, and each Division has a Division Chief selected and entrusted with the authority, duties and responsibilities specified in Section 12.9.

- C. Departmental status, including the creation, elimination, modification or combination thereof, shall be designated by the Dean. Division status shall be designated upon recommendation of the Chair or Chairs of the applicable Department(s) and approved by the Dean.
- D. The clinical enterprise is organized into functional units called Service Lines, and some Service Lines are further organized into Unit Based Teams or functional units. Each Service Line is organized as a separate component of the Clinical Staff and shall have a Service Line physician co-lead and an administrator co-lead. The physician co-leads are selected by the Chief Executive Officer and Chief Medical Officer. The authority, duties and responsibilities are specified in Section 12.12. A Service Line unit Based Team or functional unit is directly responsible to the Service Line leaders and each functional unit or area has a Medical Director selected by the Service Line leaders and entrusted with the authority, duties, and responsibilities specified in Section 12.13.

## **12.2 Current Departments**

### **12.2.1 Departments**

The current clinical Departments are:

- (a) Anesthesiology
- (b) Dentistry
- (c) Dermatology
- (d) Emergency Medicine
- (e) Family Medicine
- (f) Medicine
- (g) Neurological Surgery
- (h) Neurology
- (i) Obstetrics and Gynecology
- (j) Ophthalmology
- (k) Orthopedic Surgery
- (l) Otolaryngology – Head and Neck Surgery
- (m) Pathology
- (n) Pediatrics
- (o) Physical Medicine and Rehabilitation
- (p) Plastic and Maxillofacial Surgery
- (q) Psychiatry and Neurobehavioral Sciences
- (r) Radiation Oncology
- (s) Radiology
- (t) Surgery
- (u) Urology

### **12.2.2 Other Clinical Enterprises**

For purposes of these Bylaws, Community Medicine and Regional Primary Care shall be treated as “Departments.” The Chief Medical Officer shall be considered the “Chair” of Community Medicine,

and the Medical Director of Regional Primary Care shall be considered the “Chair” of Regional Primary Care. The EVPHA on behalf of the UVA HSB may designate other clinical enterprises within the Medical Center from time to time that shall be considered Departments for purposes of these Bylaws. In such event, the EVPHA on behalf of the UVA HSB shall designate the person to serve as “Chair.”

### **12.3 Assignments**

Each Member shall be assigned to at least one Department, and if applicable, to a Division within such Department. Members may be granted membership and/or Clinical Privileges in more than one Department or Division consistent with practice privileges granted. For Members with joint appointments in two Departments, the Chairs from each Department shall sign off on the faculty appointment and recommendation of Clinical Privileges.

### **12.4 Functions of Departments and Divisions**

The general functions of each Department and Division, as applicable, include:

- A. Conducting patient care reviews for the purpose of analyzing and evaluating the quality and appropriateness of care and treatment provided to patients within the Department and Division. The number of such reviews to be conducted during the year shall be as determined by the Clinical Staff Executive Committee in consultation with other appropriate committees. The Department, and as applicable, the Division, shall routinely collect information about important aspects of patient care provided in the Department or Division, periodically assess this information, and develop objective criteria for use in evaluating patient care. Patient care reviews shall include all clinical work performed under the jurisdiction of the Department or Division, regardless of whether the Member whose work is subject to such review is a member of that Department or Division;
- B. Recommending to the Credentials Committee criteria for the granting of Clinical Privileges (both core privileges and privileges outside the core as well as new or additional Clinical Privileges) and the performance of specified services within the Department or Division;
- C. Evaluating and making appropriate recommendations regarding the qualifications of Applicants seeking appointment or reappointment to the Clinical Staff and Clinical Privileges within that Department or Division;
- D. Reviewing and evaluating departmental adherence to Clinical Staff and Medical Center policies and procedures and sound principles of clinical practice;
- E. Coordinating and integrating patient care provided by the Department’s or Division’s members with patient care provided in other Departments or Divisions and with nursing and ancillary patient care services;
- F. Submitting written reports to the Clinical Staff Executive Committee concerning: (i) the Department’s and/or Division’s review and evaluation of activities, actions taken thereon, and the results of such actions; and (ii) recommendations for maintaining and improving the quality of care provided in the Department and/or Division and the Medical Center;

- G. Having at least quarterly meetings for the purpose of considering patient care review findings and the results of the Department's other review and evaluation activities, as well as reports on other Department and Clinical Staff functions;
- H. Taking appropriate action when important problems in patient care and clinical performance or opportunities to improve care are identified;
- I. Accounting to the Clinical Staff Executive Committee for all professional activities within the Department;
- J. Appointing such committees or other mechanisms as may be necessary or appropriate to conduct the clinical functions of the Department;
- K. Formulating recommendations for Departmental or Division rules and regulations reasonably necessary for the proper discharge of its clinical responsibilities, subject to compliance with Medical Center policies; and
- L. Encouraging the continuing education of Members of the Clinical Staff in the Department.

#### **12.5 Clinical Department Chairs**

- A. Each Department other than Community Medicine and Regional Primary Care shall have a Chair who is a Member of the Active Clinical Staff and is appointed by the Dean of the School of Medicine. Department Chairs shall be certified as diplomats of their specialty board or be equivalently qualified. Each Chair shall report and be accountable to the Dean and shall also be accountable to the Clinical Staff Executive Committee and the UVA HSB for all clinical matters in his or her Department.
- B. For purposes of these Bylaws, the Chair for Community Medicine shall be the Chief Medical Officer, and the Chair for Regional Primary Care shall be its Medical Director. The Chief Medical Officer and the Regional Primary Care Medical Director shall have the same responsibilities as to Department Chairs set forth in these Bylaws or the Credentials Manual with respect to Community Medicine and Regional Primary Care.

#### **12.6 Duties of Clinical Department Chairs**

Each Chair has the following authority, duties, and responsibilities and shall otherwise perform such duties as may be assigned to him or her:

- A. Act as presiding officer at Departmental meetings, which shall be held at least quarterly for the purpose of quality monitoring and reporting and such other purposes as may be required by the Department;
- B. Attend monthly meetings of the Clinical Staff Executive Committee and other special meetings of the Clinical Staff Executive Committee as may be called from time to time;

- C. Report to the Dean and be accountable to the Clinical Staff Executive Committee and the UVA HSB regarding all professional, clinical and appropriate administrative activities within the Department;
- D. Make recommendations regarding the overall clinical policies of the Clinical Staff and the Medical Center;
- E. Make specific recommendations regarding criteria-based privileges and suggestions regarding physician faculty within his or her Department and Divisions therein;
- F. Assure compliance within his or her Department and any Divisions therein with these Bylaws, the Credentials Manual, and Medical Center policies, and procedures, including but not limited to, implementing a process for effectively communicating to Members of his or her Department and Divisions therein any amendment or revision of these Bylaws, the Credentials Manual, the Code of Conduct, the Compliance Code of Conduct, and any new or revised Medical Center policy, procedure, rule or regulation;
- G. Sign off and transmit to the Credentials Committee the Department's recommendations concerning and required documentation in support of Member appointment and classification, reappointment, criteria for Clinical Privileges, results of any investigation or corrective action with respect to Members with Clinical Privileges in his or her Department. Chairs may delegate this responsibility to a senior level designee within the Department subject to prior written notification to and approval by the Chair of the Credentials Committee. Chairs shall ensure that files on each of their faculty with Clinical Privileges that include documentation of FPPE and OPPE data and other activities are securely maintained and support the specifically delineated Clinical Privileges requested;
- H. Implement within his or her Department appropriate actions taken by the Clinical Staff Executive Committee, the UVA HSB, or the UVA HSB Quality Subcommittee;
- I. Monitor the quality of patient care and outcomes of care and professional performance rendered by Members with Clinical Privileges in the Department through a planned and systematic process, including but not limited to, FPPE and OPPE, and oversee the effective conduct of the patient care, evaluation, and monitoring functions delegated to the Department by the Clinical Staff Executive Committee, the Dean or the President, including evaluating the quality of clinical work performed by each practitioner in the Department at least annually;
- J. Develop, support and implement Departmental programs for retrospective patient care review, ongoing monitoring of clinical and ethical practice, credentials review and privileges delineation, medical education, utilization review, and quality assurance and performance improvement, all as part of the Peer Review process;
- K. Abide by the supervisory requirements when temporary privileges have been granted to a Member in his or her Department or Division;
- L. Participate in every phase of administration of his or her Department, including cooperation with the nursing service and the Medical Center administration in matters such as personnel, supplies,



and special regulations, standing orders, and techniques;

- M. Prepare and submit reports pertaining to his or her Department as may be required by the Credentials Committee, the Clinical Staff Executive Committee, the UVA HSB, or the UVA HSB Quality Subcommittee;
- N. Responsible for the teaching, education, and research programs in his or her Department;
- O. Ensure that Members and Graduate Medical Trainees within his or her Department and the Divisions therein practice within the scope of their Clinical Privileges, are educated to deliver patient-centered and family-centered care as members of interdisciplinary teams, emphasizing professional and ethical conduct, evidence-based practice, quality improvement approaches and use of informatics to support practice;
- P. Facilitate Graduate Medical Trainees' education and training to achieve those competencies identified as necessary by the ACGME or other applicable entity;
- Q. Keep appropriate records of all Physicians, Dentists, Podiatrists, Ph.D. Clinical Psychologists and Ph.D. Clinical Pathologist practicing within his or her Department;
- R. Assess and recommend to the Medical Center resources such as space, number of clinical staff Members, and contract services needed to provide for patient care or treatment;
- S. Integrate the Department into the primary functions of the Medical Center to include coordination and integration of interdepartmental and intradepartmental services; and
- T. Perform such other duties commensurate with the office as may from time to time be reasonably requested by the Dean, the President, the Clinical Staff Executive Committee, the UVA HSB, or the UVA HSB Quality Subcommittee.

#### **12.7 Committees of the Departments**

The affairs of each Department may be delegated to a designee or to a committee of Department members appointed by the Chair of the Department.

#### **12.8 Division Chiefs**

Each Division shall have a Chief who shall be a Member of the Active Clinical Staff in good standing and a member of the Division which he or she is to head, and shall be qualified by training, experience and demonstrated current ability in the clinical area covered by the Division. The Chair of the Department in which the Division functions shall select and remove the Division Chief, and the Division Chief either reports to the Chair of the Department or directly to the Dean in some cases. Division Chiefs shall be certified as diplomats of their specialty Board or be equivalently qualified.

#### **12.9 Duties of Division Chiefs**

Each Division Chief shall:

- A. Act as presiding officer at Division meetings, to be held as reasonably necessary;
- B. Assist in the development and implementation, in cooperation with Department Chairs, of programs to carry out the quality review and evaluation and monitoring functions of the Division, including credentials review and criteria-based privilege delineation, medical education, utilization review, and outcomes for quality and performance improvement, all as part of the Peer Review process;
- C. Evaluate the quality of clinical work performed and outcomes for each practitioner in the Division at least annually;
- D. Conduct investigations and submit reports and recommendations to the Department Chair regarding complaints from other Members, Non-members, or others regarding Members of the Division as well as regarding the Clinical Privileges to be exercised within his or her Division by Members or Applicants;
- E. Submit reports of the patient care and quality monitoring activities of his or her Division to the Department Chair as required by the Department Chair;
- F. Perform any of the duties of the Department Chair described in Section 11.6 above if the Chair has delegated such duties to the Division Chief;
- G. Perform such other duties commensurate with the office as may from time to time be reasonably requested by the Department Chair, the Dean, the Clinical Staff Executive Committee, the UVA HSB, the UVA HSB Quality Subcommittee, or as otherwise contemplated by these Bylaws or the Credentials Manual; and
- H. Sign off and transmit to the Chair the Division's recommendations concerning and required documentation in support of Member appointment and classification, reappointment, criteria for Clinical Privileges, results of any investigation or corrective action with respect to Members with Clinical Privileges in his or her Division. Division Chiefs shall ensure that files on each of their faculty with Clinical Privileges that include documentation of FPPE and OPPE data and other activities are securely maintained and support the specifically delineated Clinical Privileges requested.

#### **12.10 Medical Directors**

The Medical Director coordinates, directs and evaluates all aspects of patient care rendered by the Licensed Independent Providers (faculty, nurse practitioners, and physician assistants) and GME trainees in the assigned Service area. In collaboration with other clinical departments and operational manager, the Medical Director oversees the care of patients being treated in assigned service area.

The Medical Director partners with the Medical Center manager to serve as co-leader of the Unit Based Clinical Leadership (UBL) team for their service area.

#### **12.11 Duties of the Medical Directors**

Medical director responsibilities include: regularly attending and leading weekly UBL team and leadership meetings, participating in unit-based patient reviews to identify opportunities for improvement, and have peer to peer dialogues with colleagues as required by Medical Center Policy

0262, “Standards for Professional Behavior”, including the investigation and analysis of adverse events, clinical errors, and incidents, utilizing the institution’s Be Safe program and methods.

Departments and Medical Directors are expected to work together to accomplish the goals of the UVAMC and the Health System.

#### **12.12 Service Line Leaders**

Together with the Service Line Administrative Leader, the Service Line Physician Leader is responsible for the leadership and strategic oversight of the operational, financial, and clinical outcomes of his/her assigned service line. This position services as a visible champion of efficiency, quality, and patient safety, creates institutional standards of performance, and assists in the development of strategic and tactical plans to meet or exceed Service Line standards and goals.

#### **12.13 Duties of Service Line Leaders**

The Service Line Physician leader is expected to work collaboratively with the Medical Center and School of Medicine’s executive, administrative and physician leadership to support and participate in Medical Center-wide initiatives. He/she is expected to cooperate with clinicians, Departments, and the School of Medicine in providing learning opportunities for students and Graduate Medical Education Trainees. Together with the Service Line Administrator, the Service Line Physician Leader is responsible for Service Line outcomes, resolving operational issues as they arise, and supporting and participating in Health System wide initiatives including quality, safety and patient-centered care.

### **ARTICLE XIII CLINICAL STAFF STANDING COMMITTEES**

#### **13.1 STRUCTURE**

The standing Committees of the Clinical Staff are as set forth in these Bylaws.

##### **13.1.1 Reporting and Accountability to Clinical Staff Executive Committee**

All Clinical Staff Committees report, and are accountable, to the Clinical Staff Executive Committee. The Chair of each Clinical Staff Committee shall maintain minutes of each meeting and shall report its activities to the Clinical Staff Executive Committee by submitting a written report on an annual basis or as it is otherwise requested by the Chair or Vice Chair of the Clinical Staff Executive Committee, or as otherwise provided by these Bylaws.

##### **13.1.2 Membership**

The membership of the Clinical Staff Committees may consist of Members, Advance Practice Providers, Medical Center administrative staff members, and other professional staff or employees of the Medical Center appointed as provided in these Bylaws. The President and the Chief Executive Officer shall be ex-officio members of all Clinical Staff Committees unless otherwise provided in these Bylaws.

### **13.1.3 Appointments**

Except as otherwise provided in these Bylaws, all chairpersons and members of Clinical Staff Committees shall be appointed jointly by the President and the Chief Executive Officer. Appointments for a term of three (3) years, subject to the discretion of the President and the Chief Executive Officer, or the resignation of the Clinical Staff Committee member. Appointments can be renewed for an additional three (3) year term subject to the discretion of the President of the Clinical Staff and the Chief Executive Officer.

### **13.1.4 Quorum, Voting and Meetings**

A quorum for each Clinical Staff Executive Committee shall be thirty percent (30%) of the members currently serving, unless the decision involves privileging, and/or corrective action of an individual Practitioner or governance in which the quorum shall be fifty-one percent (51%). All voting and decisions ordinarily shall occur in meetings of the Clinical Staff Committees, but decisions may be made by electronic means as may be reasonably necessary from time to time.

Except as otherwise provided in these Bylaws, all Clinical Staff Committees shall meet at least four (4) times per year, or as otherwise defined in these Bylaws, and as otherwise called by the chair of the Clinical Staff Committee.

### **13.1.5 Subcommittees**

Each Standing Committee may, with the approval of the Clinical Staff Executive Committee, form Subcommittees or Task Forces as appropriate to carry out the charge of the Standing Committee. All such groups shall be considered Committees of the Clinical Staff.

The chair of each Subcommittee shall report its activities to the appropriate Clinical Staff Committee by submitting a written report on an annual basis and maintaining minutes with attendance for each meeting. Subcommittees shall meet at least four (4) times per year and as otherwise called by the chair of the Subcommittee.

## **13.2 BYLAWS COMMITTEE**

The Bylaws Committee shall ensure that the Bylaws of the Clinical Staff are consistent with the Medical Center's operational needs, current Joint Commission Standards, applicable CMS Conditions of Participation and other CMS requirements and the policies, procedures, rules and regulations of the Medical Center. In performing this function, the Bylaws Committee shall:

(a) review the Bylaws on at least on a biannual basis; (b) review proposed Bylaws amendments that may be proposed by Members of the Clinical Staff; (c) develop draft revisions and recommendations regarding proposed amendments to the Bylaws; (d) present proposed revisions to the Clinical Staff Executive Committee and the UVA HSB for review and approval; and (e) provide each Member a current copy of the Bylaws.

The Bylaws Committee shall meet as necessary, but not less than annually. The President of the Clinical Staff shall serve as Chair of the Bylaws Committee. Only Members of the Clinical Staff serving on the Bylaws Committee shall be eligible to vote on Bylaws Committee matters.

The Bylaws Committee has the power to adopt revisions that are, in its judgement, non-substantial modifications for the purpose of clarifying, reorganizing or updating references, or to correct titles, punctuation, spelling or errors of grammar or expression.

### **13.3 CREDENTIALS COMMITTEE**

The Credentials Committee shall review and evaluate the qualifications of each Applicant for initial appointment, reappointment or modification of appointment to the Clinical Staff in accordance with the procedures outlined in the Credentials Manual and these Bylaws. The Credentials Committee ensures that providers are appropriately trained and competent. This includes assuring that providers have a reasonable minimum level of ongoing involvement and experience relevant to their privileges. The Credentials Committee shall recommend to the Clinical Staff Executive Committee and the UVA HSB appointment or denial of all Applicants to the Clinical Staff and the granting of Clinical Privileges. When appropriate, the Credentials Committee shall interview a Member or Applicant and/or the Chair of the involved Department in order to resolve questions about appointment, reappointment, or change in privileges. The Credentials Committee shall review and make recommendations for revisions to the Credentials Manual from time to time; provided however the Chair of the Credentials Committee, in consultation with the President and the Chief Executive Officer, shall have authority to amend the Credentials Manual. The Credentials Committee shall also serve as the investigatory body for all matters set forth in Article VIII of these Bylaws. The Credentials Committee shall also independently assess the departmental Peer Review process for Members of the Clinical Staff and for Advance Practice Providers in order to ensure that data related to qualifications and performance of individual Practitioners is collected, regularly assessed, compared to Peers, and acted upon by the Department in a timely manner. When appropriate, the Credentials Committee shall also refer Practitioners to the Physician Wellness Program or Employee Assistance Program, and shall work with these programs to determine appropriate privileges for each Practitioner's individual circumstances. The Vice President shall serve as chair of the Credentials Committee. Only Members of the Clinical Staff serving on the Credentials Committee shall be eligible to vote on Credentials Committee matters.

### **13.4 NOMINATING COMMITTEE**

The Nominating Committee shall nominate Members to serve as Officers of the Clinical Staff and shall nominate Members for the Clinical Staff Representatives, as provided in these Bylaws. The Nominating Committee shall consist of (i) the immediate past president of the Clinical Staff, who shall serve as Chair of the Nominating Committee, and (ii) six (6) Members of the Active Clinical Staff chosen by the President, subject to confirmation by the Chief Executive Officer and the Dean.

### **13.5 CANCER COMMITTEE**

The Cancer Committee oversees the cancer care delivered within the Medical Center and reports to the Clinical Staff Executive Committee. The Committee promotes a coordinated multidisciplinary approach to patient care management and ensures that an active, supportive care system is in place for patients,

families and staff, and will follow the requirements outlined in the most current American College of Surgeons Commission on Cancer Program Standards.

### **13.6 GRADUATE MEDICAL EDUCATION COMMITTEE**

The Graduate Medical Education Committee oversees all aspects of GME training and patient care practices within the Medical Center. It ensures that each GME Trainee program provides quality educational experiences and meets the requirements set forth in the ACGME Institutional, Common and individual program requirements. Further, the Committee monitors and coordinates issues applicable or common to all programs, such as those raised by external accreditation agencies (AMA, AAMC, ACGME, and NRMP).

### **13.7 CHILDREN'S HOSPITAL CLINICAL PRACTICE COMMITTEE**

The UVA Children's Hospital Practice Committee is an interdisciplinary committee charged with coordination and implementation of the Plan for Provision of Care for children in both the inpatient and outpatient setting. This Committee addresses clinical practice issues that extend beyond the scope of practice for a single professional discipline (e.g., pediatric medicine and surgery, nutrition, nursing, pharmacy, therapies, social work, etc.) in all settings across the continuum of care. The Committee is responsible for review, coordination, and submission of policies and practices that directly impact all aspects of the clinical and family-centered care of children. The Committee provides organizational guidance regarding faculty, staff, Graduate Medical Trainee, nursing, and other clinician training and competency for the clinical care of children.

### **13.8 OPERATING ROOM COMMITTEE**

The Operating Room Committee is an interdisciplinary committee charged to coordinate and standardize the care of patients undergoing surgical or other invasive procedures. This Committee oversees clinical practice related to Pre, Peri and Post procedure care. It has the authority to establish clinical procedure and policy within the Medical Center Operating Rooms and recommend policy related to those procedures outside of the Operating Room. It works collaboratively with other Committees to monitor and improve care and ensure patient safety.

### **13.9 CLINICAL INFORMATION TECHNOLOGY OVERSIGHT COMMITTEE**

The Clinical Information Technology Oversight Committee (CITOC) is charged with providing clinical oversight for the continued development of a comprehensive, integrated clinical information system for the University of Virginia Medical Center. CITOC will make recommendations about the use and functionality of all current and future information systems that support clinical care. This will include but not be limited to Epic applications, MedHost, PACS and other clinical information systems. This oversight will assure that system change requests, enhancement requests and deployment across systems promotes integrated work and information flows throughout the clinical areas. The Committee will lead the design of processes and programs which strategically use clinical information systems to transform and continually improve the way clinical care is rendered with the primary purposes of enhancing

patient safety, improving the quality of care and outcomes, facilitating clinical education and clinical research. Secondary goals are to improve efficiency and reduce the cost of care.

#### **13.10 PATIENT CARE COMMITTEE**

The Patient Care Committee is an interdisciplinary committee charged with coordination and implementation of the Plan for Provision of Care for both the inpatient and outpatient setting. This Committee addresses clinical practice issues that extend beyond the scope of practice for a single professional discipline (e.g., medicine, nutrition, nursing, pharmacy, therapies, social work, etc.) in all settings across the continuum of care.

#### **13.11 PATIENT SAFETY & QUALITY COMMITTEE**

The Patient Safety & Quality Committee is responsible for evaluating whether the Medical Center is providing safe and quality care by reviewing multiple sources, including learnings from serious and sentinel event reporting, mortality reviews, comparative outcomes data, patient safety indicators, hospital accreditation surveys, closed litigation cases, moral distress consults and culture survey data. The committee uses this information to identify priorities for Be Safe work and performance improvement activities that are needed and monitors those efforts for effectiveness. Recommendations may be made to the Patient Care Committee and Clinical Staff Executive Committee about clinical or operational changes that are needed based on learning from the aforementioned sources of information.

#### **13.12 PATIENT GRIEVANCE COMMITTEE**

The Patient Grievance Committee provides oversight to the processes set forth in [Medical Center Policy No. 0070](#) (“Patient Concerns and Grievances”), and assures compliance with all other applicable laws and regulations. The Committee identifies trends and patterns in grievances and recommends corrective action when indicated. The Patient Grievance Committee reports matters of significance to the Quality Subcommittee of the UVA Health System Board.

#### **13.13 PHARMACY AND THERAPEUTICS COMMITTEE**

The Pharmacy and Therapeutics Subcommittee is an interdisciplinary committee charged with the institutional oversight of the use of pharmaceutical and other therapeutic products. This Committee reports to the Clinical Staff Executive Committee and is authorized to develop and maintain a Medical Center formulary that is financially responsible and clinically effective.

#### **13.14 OTHER COMMITTEES**

The Chief Executive Officer and the President of the Clinical Staff may designate such other standing committees of the Clinical Staff Executive Committee as may be necessary from time to time for compliance with accreditation standards, regulatory requirements and governance of the Clinical Staff. In such event, each such committee shall be subject to the provisions of Section 13.1. In addition, the Medical Center may create, from time to time, any committees deemed necessary.

### **ARTICLE XIV MEETINGS OF THE CLINICAL STAFF**

#### **14.1 REGULAR MEETINGS**

Regular meetings of the Clinical Staff shall be held at a time mutually determined by the President and the Chief Executive Officer. One week prior to the time of the meeting a written or printed notice shall be delivered either personally, by mail or by electronic mail to each Member stating the date, time and place of the meeting. The attendance of a Member at a meeting shall constitute a waiver of notice of such meeting.

#### **14.2 SPECIAL MEETINGS**

The President or Vice President of the Clinical Staff, the Chief Executive Officer, the Clinical Staff Executive Committee, or the UVA HSB may call a special meeting of the Clinical Staff at any time. The President of the Clinical Staff shall call a special meeting within fourteen (14) days after receipt by him or her of a written request for same signed by not less than fifteen percent (15%) of the Active Clinical Staff and stating the purpose for such meeting.

At least twenty-four (24) hours prior to the meeting a written or printed notice stating the date, time and place of the special meeting of the Clinical Staff shall be delivered, either personally, by mail, or by electronic mail to each Member. The attendance of a Member at a meeting shall constitute a waiver of notice of such meeting. No business shall be transacted at any special meeting except that stated in the notice calling the meeting.

#### **14.3 QUORUM**

Except as otherwise provided herein where a higher quorum is required, the presence of fifty (50) Members entitled to vote at any regular or special meeting shall constitute a quorum. No official business may be taken without a quorum except as otherwise provided herein.

#### **14.4 ATTENDANCE REQUIREMENTS**

Each Member of the Active Clinical Staff is encouraged to attend all regular Clinical Staff meetings in each year unless unusual circumstances prevent their attendance as well as meetings of all committees to which they have been appointed as members. The Honorary Clinical Staff are encouraged to but are not required to attend.

#### **14.5 ACTION BY ELECTRONIC MEANS**

Unless otherwise required by these Bylaws, whenever these Bylaws require the vote of or action by the Clinical Staff or by the Clinical Staff Executive Committee, such vote or action may be taken by electronic means.

### **ARTICLE XV CONFIDENTIALITY, IMMUNITY, AND RELEASES**

#### **15.1 AUTHORIZATION AND CONDITIONS**



By applying for or exercising Clinical Privileges within this Medical Center, an Applicant:

- A. Authorizes the Medical Center, the Clinical Staff, the Clinical Staff Executive Committee, the UVA HSB, the UVA HSB Quality Subcommittee, and the Board of Visitors, and their members and authorized representatives, to solicit, provide, and act upon information bearing upon, or reasonably believed to bear upon, the Applicant's professional ability and qualifications and any other matter within the scope of this Article;
- B. Authorizes all persons and organizations to provide information concerning such Applicant to the Medical Center, the Clinical Staff, the Clinical Staff Executive Committee, the UVA HSB, the UVA HSB Quality Subcommittee, and the Board of Visitors, and their members and authorized representatives;
- C. Agrees to be bound by the provisions of this Article and to waive all legal claims against any third party, the Clinical Staff, the Medical Center, the Clinical Staff Executive Committee, the UVA HSB, the UVA HSB Quality Subcommittee, and the Board of Visitors, along with their members and authorized representatives, for any matter within the scope of this Article; and
- D. Acknowledges that the provisions of this Article are express conditions to an application for Clinical Staff membership, the continuation of such membership, and to the exercise of Clinical Privileges at the Medical Center.

#### **15.2 Confidentiality of Information; Breach of Confidentiality**

- A. Clinical Staff, Department, Division, Committee, Clinical Staff Executive Committee, UVA HSB, UVA HSB Quality Subcommittee, Board of Visitors, or any other applicable minutes, files, and records within the scope of this Article shall, to the fullest extent permitted by law, be confidential. Dissemination of such information and records shall only be made where permitted by law, or pursuant to officially adopted policies of the Medical Center or Clinical Staff, or, where no officially adopted policy exists, only with the express approval of the Clinical Staff Executive Committee or its designee, or to the appropriate University personnel and officers in connection with the discharge of their official duties.
- B. Because effective Peer Review and consideration of the qualifications of Members and Applicants to perform specific procedures must be based on free and candid discussions, any breach of confidentiality of the discussions or deliberations of Clinical Staff Departments, Divisions, or committees, is outside appropriate standards of conduct for this Clinical Staff and will be deemed disruptive to the operations of the Medical Center. If it is determined that such a breach has occurred, the Clinical Staff Executive Committee may undertake such corrective action as it deems appropriate.

#### **15.3 Immunity**

The Clinical Staff, the Medical Center, the Clinical Staff Executive Committee, the UVA HSB, the UVA HSB Quality Subcommittee, and the Board of Visitors, along with their members and authorized

representatives and all third parties, shall be immune, to the fullest extent permitted by law, from liability to an Applicant or Member for damages or other relief for any matter within the scope of this Article.

For the purpose of this Article, “third parties” means both individuals and organizations from which information has been requested by the Medical Center, the Clinical Staff, the Clinical Staff Executive Committee, the UVA HSB, the UVA HSB Quality Subcommittee, or the Board of Visitors, or any of their members or authorized representatives.

#### **15.4 Scope of Activities and Information Covered**

The confidentiality and immunity provided by this Article shall apply to all acts, communications, reports, recommendations, or disclosures performed or made in connection with this or any other health care facilities or organization’s activities concerning, but not limited to:

- A. The application for appointment to the Clinical Staff for the granting of Clinical Privileges;
- B. Periodic reappraisals for reappointment to the Clinical Staff or renewals of Clinical Privileges;
- C. Corrective action, including summary or automatic revocation or suspension;
- D. Hearings and appeals;
- E. Medical care evaluations;
- F. Utilization reviews;
- G. Other Medical Center, Department, or Division, committee, or Clinical Staff activities related to monitoring and maintaining quality patient care and appropriate professional conduct;
- H. FPPE, OPPE and other Peer Review activities and organizations Virginia Board of Medicine, the National Practitioner Data Bank pursuant to HCQIA, and similar reports; and
- I. To the greatest extent permitted by law, all other actions taken in pursuit of activities provided for under these Bylaws.

The acts, communications, reports, recommendations, and disclosure referred to in this Section may relate to a Practitioner’s professional qualifications, clinical competency, character, mental and emotional stability, physical condition, ethics, malpractice claims and suits, and any other matter that might directly or indirectly have an effect on patient care.

#### **15.5 Releases**

Each Applicant or Member shall, upon request of the Clinical Staff or Medical Center, execute general and specific releases in accordance with the express provisions and general intent of this Article. Execution of such releases shall not be deemed a prerequisite to the effectiveness of this Article.

**ARTICLE XVI  
AMENDMENT OF BYLAWS AND CLINICAL POLICIES**

**16.1 AMENDMENT OF BYLAWS**

The Advance Practice Provider Credentialing Manual is part of the Clinical Staff Bylaws and shall have the same option and amendment process as these Bylaws.

**16.1.1 Annual Update**

The Clinical Staff Bylaws shall be reviewed at least annually by the Bylaws Committee and updated as necessary.

**16.1.2 Proposals to the UVA HSB**

The Clinical Staff shall have the ability to adopt Bylaws, and amendments thereto, and to propose them directly to the UVA HSB as provided in these Bylaws.

**16.1.3 Process for Amendment**

- A. Consideration shall be given to amendment of these Bylaws upon the request of the President, the Vice President, the Chief Executive Officer, the Clinical Staff Executive Committee, the UVA HSB, upon a written petition signed by at least ten percent (10%) of the Active Clinical Staff entitled to vote, or upon recommendation by the Bylaws Committee.
- B. All proposed amendments to the Bylaws shall be delivered to the Clinical Staff Executive Committee, which shall review and approve, disapprove, or offer modification, as appropriate.
- C. In the event the Clinical Staff Executive Committee does not approve a request for amendment of the Bylaws that is requested by at least ten percent of the Active Clinical Staff members seeking the amendment may ask the President of the Clinical Staff to present the request for amendment to the UVA HSB. The President of the Clinical Staff shall present the petition seeking amendment of the Bylaws to the UVA HSB at the next scheduled meeting of the UVA HSB. The UVA HSB shall review the petition and approve, disapprove, or modify the request for amendment of the Bylaws.
- D. Any amendment(s) to the Bylaws adopted by the Clinical Staff Executive Committee shall be submitted to the Active Clinical Staff and the UVA HSB for review and approval, disapproval or modification, as appropriate.
- E. A minimum of fifty (50) Members of the Active Clinical Staff shall vote in favor or against any proposed amendments to the Bylaws. In order to approve amendments to the Bylaws, a majority of those members of the Active Clinical Staff who vote must vote in favor. Any vote regarding amendments to the Bylaws may be by electronic means.

**16.1.4 Review and Action by the UVA HSB**

Proposed Bylaws or amendments shall become effective when approved by the UVA HSB or on another date as mutually agreed to by the UVA HSB and Clinical Staff Executive Committee. In the event proposed Bylaws or amendments are not approved or are substantially changed upon UVA HSB review, such Bylaws or amendments shall be referred to the Bylaws Committee, which shall attempt to resolve the differences among the Clinical Staff or the Clinical Staff Executive Committee and the UVA HSB. The Clinical Staff, Clinical Staff Executive Committee, or the UVA HSB may not unilaterally amend these Bylaws.

### **16.2 Proposing, Adopting and Amending Clinical Policies of the Medical Center**

In addition to the policy and procedures set forth in [Medical Center Policy No. 0001](#) (“Medical Center Policy on Policy Development, Review and Approval”) regarding the adoption of or amendment to Medical Center policies, the Clinical Staff may from time to time propose the adoption of or amendment to clinical policies of the Medical Center whenever the Active Clinical Staff votes at a special meeting of the Clinical Staff called for such purpose to approve such proposals as provided in this Section 16.2.

- A. Any Member of the Clinical Staff may propose the adoption of a new Medical Center clinical policy or the amendment of a current Medical Center clinical policy by notifying the President of the Clinical Staff, in writing, of the proposed policy or policy amendment.
- B. Upon receipt of the proposed policy or policy amendment, the President will seek legal review of the proposal to ensure legal sufficiency and compliance. Any changes necessitated by law or regulation shall be made to the proposed policy or policy amendment.
- C. Once the legal review is complete, the Clinical Staff Office shall circulate the proposed policy or policy amendment to all members of the Active Clinical Staff for review.
- D. In accordance with the provisions of Article XIV of these Bylaws, if not less than ten percent (10%) of the Active Clinical Staff request a special meeting to consider the policy or policy amendment, the President shall call a special meeting of the Clinical Staff. If not, the policy or policy amendment shall not proceed.
- E. A quorum for any such special meeting of the Clinical Staff shall be as provided in Section 14.3 of these Bylaws. If a quorum is present at the special meeting, and a majority of the Active Clinical Staff present at the special meeting approves the proposed policy or policy amendment, then the proposal shall be submitted to the Committee of the Clinical Staff (e.g., Credentials Committee, Quality Committee, Patient Care Committee, etc.) that is responsible for the clinical area to which the proposal relates in accordance with Medical Center Policy No. 0001.
- F. If the appropriate Clinical Staff Committee approves the proposed policy or policy amendment, it shall be forwarded to the Clinical Staff Executive Committee for proposed adoption in accordance with the provisions of Medical Center Policy No. 0001.

### **16.3 Distribution of Bylaws**

Each Member shall be provided with on-line access to these Amended and Restated Clinical Staff Bylaws. If at any time amendments are made to the Bylaws, each Member shall be notified and provided with on-line access to such amendments.