

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS**

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

**December 7, 2023**

## HEALTH SYSTEM BOARD

Thursday, December 7, 2023

8:30 a.m. – 11:30 a.m.

Pavilion 1 & 2, Boar's Head Resort

### Committee Members:

Babur B. Lateef, M.D., Chair  
Robert M. Blue  
Robert D. Hardie  
Stephen P. Long, M.D.

James B. Murray Jr.  
Paul B. Manning  
Douglas D. Wetmore

### Public Members:

Kenneth B. Botsford, M.D.  
William G. Crutchfield Jr.  
Steven Danziger

Victoria D. Harker, Vice Chair  
Thomas A. Scully

### Ex Officio Members:

James E. Ryan  
Ian B. Baucom  
Marianne Baernholdt  
Jennifer Wagner Davis

Wendy M. Horton, Pharm.D.  
K. Craig Kent, M.D.  
Melina R. Kibbe, M.D.  
Margaret C. Tracci, 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 2024, 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 7, 2023

**COMMITTEE:** Health System Board

**AGENDA ITEM:** I.A. Opening Remarks from the Chair

**ACTION REQUIRED:** None

**BACKGROUND:** The Committee Chair, Dr. Lateef, will welcome guests and provide opening remarks.

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

**BOARD MEETING:** December 7, 2023

**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 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 7, 2023

**COMMITTEE:** Health System Board

**AGENDA ITEM:** I.C. Clinical and Translational Science Award (CTSA) Program

**ACTION REQUIRED:** None

**BACKGROUND:** In 2019 the integrated Translational Health Research Institute of Virginia (iTHRIV) was awarded a grant of nearly \$23M from the National Institutes of Health (NIH) to advance innovative ideas from the point of discovery to implementation in clinical practice and population health. iTHRIV is led by the University of Virginia and includes Inova Health System, Virginia Tech, and Carilion Clinic as partners, with the Center for Open Science and UVA’s Licensing & Ventures Group as affiliates. The focus of iTHRIV is “using data to improve health” which leverages our data science expertise across Virginia. The grant is part of the elite NIH-NCAT’s Clinical and Translational Science Award (CTSA) program, which enables research teams including scientists, clinicians, patient advocacy organizations, and community members to tackle significant scientific and operational problems in clinical and translational research that no one team can overcome.

Dr. Karen Johnston is the contact PI of iTHRIV. Dr. Johnston, the Harrison Distinguished Professor of Neurology and Associate Vice President for Clinical and Translational Research at UVA, graduated from medical school at the University of Rochester School of Medicine in 1991. She did her neurology residency at the University of Rochester Strong Memorial Hospital and a vascular neurology fellowship at UVA. Dr. Johnston joined the UVA faculty in 1997 and obtained a master's degree in outcomes research and clinical investigation in 1999. She is board certified in general neurology and vascular neurology.

**DISCUSSION:** Dr. Johnston will present background and a vision for the future of the iTHRIV program. She will also discuss the potential role iTHRIV could play to support the Paul and Diane Manning Institute of Biotechnology.

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

**BOARD MEETING:** December 7, 2023

**COMMITTEE:** Health System Board

**AGENDA ITEM:** II.A. Medical Center Report (Written Report)

**ACTION REQUIRED:** 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, Ms. Horton served in several different leadership roles at University of Wisconsin Health, including Vice President of Operations.

**DISCUSSION:**

**People**

- UVA Health University Medical Center recently honored the recipients of the annual Patient Experience Awards, including 255 providers who achieved scores in the 90th percentile or higher on the patient experience survey for fiscal year 2023. Additionally, 125 teams from inpatient units, outpatient clinics, and various departments excelled by either scoring in the 90th percentile or higher or boosting their scores by more than 20 percentile points compared to the prior fiscal year.
- The inaugural cohort of the UVA Health Leadership Institute commenced on November 8, 2023, with 33 participants representing various departments within UVA Health. This newly established institute is committed to offering learning opportunities for UVA Health team members to enhance their leadership skills. The program is designed to benefit team members at different career stages across all health system entities.
- The new UVA Health Careers website launched on November 7, designed to enhance talent attraction. Leveraging an AI-powered platform, the website provides an engaging online experience, fostering stronger relationships with candidates, and increasing awareness and visibility of job opportunities at UVA Health. The website can be found at [careers.uvahealth.org](https://careers.uvahealth.org). A special thanks to the HR team for their invaluable assistance with the implementation.
- The Medical Center's overall turnover rate continues to stabilize. For the month of September, the voluntary turnover rate stood at 14.0%. Notably, the nursing turnover rate has impressively returned to pre-pandemic levels, reaching 12.6%.
- UVA Health leadership approved a 3% annual pay increase for Medical Center team members in FY24, which became effective for all eligible team members on September 17.

- External travelers have continued to decrease, with the trend continuing over the past few months. The worked Full-Time Equivalent (FTE) of external travelers decreased from 876 in February 2023 to 531 in September 2023.
- Throughout the last quarter, UVA Health arranged a series of events to express appreciation for its dedicated team members. The UVA Health Farmers Market, which ran on Thursdays from June through September, provided team members with access to food trucks and fresh community produce. Similarly, the UVA Health Movie Nights, held from July to September, offered a monthly opportunity for team members and their families to enjoy outdoor movies at Fontaine Research Park, concluding in September. On November 5, the Medical Center hosted the Fall Back Celebration 2023 to honor team members who worked an extra hour during the transition from Daylight Saving Time to Eastern Standard Time. This event featured leaders distributing snack boxes and warmly greeting team members from midnight to 2:00 am in the cafeteria, complete with music, giveaways, and exhibits. UVA Health celebrated its Leapfrog Grade A designation on November 9, 2023, with apple pie and cider served to commemorate the "A" grade awarded for quality and safety by the Leapfrog Group. Finally, on November 25, the Medical Center hosted a Thanksgiving Dinner, providing complimentary meals to all team members working on Thanksgiving Day.

### **Clinical and Operational**

- The Same Day Care Clinic (SDC) opened at 1222 Jefferson Park Ave. This clinic provides same-day appointments to patients referred by select departments for non-emergent acute issues and follow-up care. These appointments are open to UVA Emergency department patients, UVA Health primary care clinics, and serve as an overflow option for acute/urgent adult patients, including those under Interactive Home Monitoring.
- The UVA Health Transplant Clinic has expanded to new space on the first floor of the West Complex Building, with the aim of increasing capacity, reducing travel and wait times, improving access, offering additional services and specialist care, and enhancing the patient experience. This expansion features 12 new exam rooms for added comfort and privacy, a new infusion center with five bays for more convenient treatment, an expanded ECHO Room for cardiac evaluations, upgraded pharmacy services, and in-clinic phlebotomy services for more convenient blood testing, all aimed at improving healthcare quality and patient satisfaction.
- The Environmental Services team at UVA Health University Medical Center has demonstrated exceptional performance in patient room turnaround, outperforming all hospitals utilizing the EPIC platform. They have achieved an impressive average room turnaround time of 43 minutes, while maintaining consistently high patient satisfaction.



## **Quality and Safety**

- UVA Health has secured an 'A' Hospital Safety Rating from Leapfrog for Fall 2023, representing a significant historical achievement for our organization. For the first time ever, all four of our medical centers – University, Prince William, Culpeper, and Haymarket – have earned this distinguished top safety grade.
- The Ventricular Assist Device program has achieved successful recertification through a survey conducted by The Joint Commission.
- To enhance Central Line Associated Bloodstream Infection (CLABSI) prevention efforts, the CLABSI coalition has established a structured meeting schedule with medical directors and nurse leaders. These meetings are dedicated to aligning subject matter expertise with specific needs and center around the development of unit-based action plans aimed at addressing local risk identification and mitigation strategies. Currently, Oncology, Heart and Vascular, Medicine, Interventional Radiology, and the Pediatric ICU are actively participating in ongoing collaboration with the coalition.
- The Catheter Associated Urinary Tract Infections (CAUTI) coalition has made significant strides in FY23, achieving an impressive 45% reduction in infections compared to the previous year. A standout best practice identified and currently being disseminated involves the adoption of a standardized protocol for a urine culture timeout, which was initiated by the 6 Central unit. Under this protocol, all proposed urine cultures undergo screening by the Clinical Nurse Specialist to determine their necessity and ensure the correct collection technique, resulting in a notable 43% decrease in collected specimens. This proactive approach not only eradicates contaminated specimens and CAUTIs but also contributes to an estimated cost reduction of \$5,000, encompassing both testing and infection-related expenses.

## **Rankings and Accolades**

- UVA Health University Medical Center is ranked as Virginia's No. 1 hospital in Newsweek's Best-in-State Hospitals 2024 list.
- Neurosurgery, Oncology, and Cardiology programs have not only achieved top rankings in Virginia but have also earned a place on the prestigious 2024 list of the world's best specialized hospitals. Neurosurgery secured the No. 61 spot, underscoring UVA Health's pioneering work in focused ultrasound, a non-invasive brain surgery method for alleviating Parkinson's disease symptoms and essential tremor. Oncology was recognized at No. 185, with the UVA Cancer Center's distinction as one of only 56 National Cancer Institute-designated Comprehensive Cancer Centers, celebrated for its globally acclaimed research and highly specialized patient care. Furthermore, Cardiology is ranked in the No. 248 position, highlighting recent research breakthroughs such as the revelation that a common chemotherapy drug could play a preventive role in heart failure.
- University Medical Center Cancer Center was ranked #1 by Newsweek for Cancer Centers in Virginia and was ranked #50 in the nation.

- UVA Health Surgical Care Riverside is ranked eighth in Newsweek's South region for 2024, making it one of "America's Best Ambulatory Surgery Centers" based on patient outcomes and recommendations from healthcare professionals.
- UVA Health Orthopedics earned a spot on Becker's Hospital Review's 2023 list of top 100 hospitals and health systems with outstanding orthopedic programs, recognized as a leader in orthopedic clinical care and musculoskeletal research, serving 200,000 patient visits and performing 10,000 surgeries in the past fiscal year.
- UVA Health earned the 2023 "Most Wired" award from the College of Healthcare Information Management Executives, which conducts a national survey of health organizations to assess the integration and impact of technology in healthcare. On a scale of 1-10, UVA Health was rated a nine in both inpatient and outpatient care — up from an eight last year.

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

**BOARD MEETING:** December 7, 2023

**COMMITTEE:** Health System Board

**AGENDA ITEM:** II.B. Signatory Authority Related to Medical Center Contracts Exceeding \$5 Million Per Year

**BACKGROUND:** The Board of Visitors is required to approve the execution of any contract where the amount per year is in excess of \$5M.

**DISCUSSION:** The University seeks approval from the Board of Visitors to allow the Medical Center to contract with the following companies, whose contracts for services annual spend exceed \$5M per year:

- Cardinal Health 108, LLC, Cardinal Health 110, LLC, Cardinal Health 112, LLC, and affiliates (collectively “Cardinal Health”) for pharmacy distribution services
- CDW Government LLC for computing equipment hardware, software, and services

The expense for goods and services purchased through these contracts are reflected in the Medical Center’s Operating Budget.

**ACTION REQUIRED:** Approval by the Health System Board, the Finance Committee, and by the Board of Visitors

**SIGNATORY AUTHORITY FOR CERTAIN MEDICAL CENTER CONTRACTS  
EXCEEDING \$5 MILLION PER YEAR**

RESOLVED, the Board of Visitors authorizes the Executive Vice President and Chief Operating Officer to execute the contracts on behalf of the Medical Center with Cardinal Health and affiliates for pharmacy distribution services, and with CDW Government LLC for computing hardware, software, and services.

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

<b><u>BOARD MEETING:</u></b>	December 7, 2023
<b><u>COMMITTEE:</u></b>	Health System Board
<b><u>AGENDA ITEM:</u></b>	III. School of Medicine Report (Written Report)
<b><u>ACTION REQUIRED:</u></b>	None

**BACKGROUND:** Melina R. Kibbe, M.D., became Dean of the School of Medicine on September 15, 2021. 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. Before coming to UVA, she was Chair of the Department of Surgery at the University of North Carolina.

**DISCUSSION:**

**People**

- Mariano A. Garcia-Blanco, MD, PhD, was inducted into the American Academy of Arts and Sciences in recognition of his exceptional scientific contributions. Dr. Garcia-Blanco is the F. Palmer Weber Medical Research Professor and Chair of the School of Medicine's Department of Microbiology, Immunology and Cancer Biology. He is a leading researcher into how genetic material influences immunity to disease.
- Bobby Chhabra, MD, chair of Orthopaedic Surgery and the director of the UVA Health Orthopedic Center, was selected as the vice president of the American Society for Surgery of the Hand (ASSH) and will serve as president of ASSH in 2025-2026.
- Anne M. Mills, MD, an associate professor in the Department of Pathology, was awarded the Lifetime Achievement Award from the College of American Pathologists in recognition of her years of service in pathology.

**Departments**

- The UVA School of Medicine appointed Colin Derdeyn, MD, a pioneer in advancing stroke care, to chair its Department of Radiology and Medical Imaging. Dr. Derdeyn comes to UVA from the University of Iowa, where he has served as chair of the Department of Radiology since 2015. Dr. Derdeyn will start at UVA on January 2, 2024.
- The UVA School of Medicine appointed Lu Q. Le, MD, PhD, a nationally renowned cancer biology researcher, as chair of the Department of Dermatology. Dr. Le comes to UVA from the University of Texas Southwestern Medical Center, where he serves as

professor of dermatology and associate director of the physician-scientist track for the department residency program. Dr. Le will start at UVA on January 29, 2024.

- The UVA School of Medicine appointed Matthew J. Gurka, PhD, a national leader in child health research, as chair of the Department of Public Health Sciences. Dr. Gurka served as the vice chair of Health Outcomes and Translational Research and director of the Pediatric Research Hub at the University of Florida. Dr. Gurka will start at UVA on February 12, 2024.
- The 28 Departments and six centers completed their Department Annual Reviews in October and established their FY24 Annual Goals. For FY23, 82% of the 455 goals were accomplished!

### **Research**

- UVA School of Medicine researchers have discovered new insights into how African and Hispanic-American people's genes influence their ability to use Omega-6 and 3 fatty acids. The findings are a step toward "precision nutrition" where diets tailored to our body's needs can help us live longer, healthier lives.
- Jianguo Tao, MD, PhD, and Michael E. Williams, MD, were awarded a four-year, \$3M award from the Leukemia & Lymphoma Society to study resistance mechanisms and enhance chimeric antigen receptor T-cell immunotherapy for mantle cell lymphoma. Dr. Tao and Dr. Williams assembled a national team of leaders in lymphoma treatment and research to tackle current treatment obstacles.
- Alex Kuan, MD, PhD, in the Department of Neuroscience, was awarded an NIH grant for \$3M to study hyperphosphorylated tau, a pathological hallmark of Alzheimer's disease. This NIH grant will identify mechanisms of toxicity and introduce tau into the animal brain to test dementia-like symptoms and shed new insights into the pathogenesis and treatments of Alzheimer's disease.

### **Clinical**

- Becker's Hospital Review named UVA Health Orthopedics to its 2023 list of 100 hospitals and health systems with great orthopedic programs. Becker's described UVA Health Orthopedics as "a leader in orthopedic clinical care and musculoskeletal research, providing state-of-the-art, comprehensive, and cost-effective care to patients with orthopedic disorders."
- Newsweek has ranked three specialties at UVA Health University Medical Center in the news publication's 2024 list of the World's Best Specialized Hospitals. From among tens of thousands of hospitals worldwide, UVA Health is ranked in these specialties: Neurosurgery - No. 61; Oncology - No. 185; Cardiology - No. 248.
- UVA Health and Sentara Martha Jefferson Hospital are strengthening their stroke care collaboration to better serve the needs of people in Central Virginia. The two hospitals will work in coordination to ensure patients having an acute stroke are evaluated appropriately, and if needed, stroke patients requiring complex care will be transferred to the Comprehensive Stroke Center at UVA Health.

## **Education**

- The 46th Annual Bowman Dinner was held October 14 to honor the 2023 Bowman Scholars: Jack Lawton, Micayla Menchel, Elizabeth Wat, Simon White and Abigail Williams. These fourth-year medical students were selected in recognition of their clinical excellence during their clerkships. They exemplify the qualities of integrity, strength of character, and enthusiasm for acquisition of skills to provide the best patient care.
- The Center for Excellence in Education (CEE) welcomed the inaugural class of scholars. This group of 11 faculty consists of educators across eight departments. Over the next 18 months, the scholars will develop expertise in educational scholarship and work with mentors to produce and disseminate an educational project. The CEE Scholars Program will advance excellence in education through the development of faculty expertise in educational scholarship.

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

<b><u>BOARD MEETING:</u></b>	September 14, 2023
<b><u>COMMITTEE:</u></b>	Health System Board
<b><u>AGENDA ITEM:</u></b>	IV. School of Nursing Report (Written Report)
<b><u>ACTION REQUIRED:</u></b>	None

**BACKGROUND:** Marianne Baernholdt, PhD, MPH, RN, FAAN—the Sadie Heath Cabaniss Professor of Nursing—is a leading scholar of care quality and safety with an emphasis on healthcare in rural and global environments and has dedicated the expanse of her award-winning nursing career to teaching and mentoring students and junior faculty.

A former U.S. representative for the International Council of Nurses’ steering group for rural and remote nursing, Dean Baernholdt was a founding director of UNC Chapel Hill’s Pan American Health Organization/W.H.O. Collaborating Center in Quality and Safety Education in Nursing and Midwifery and founder and director of VCU School of Nursing’s Langston Center for Quality, Safety, and Innovation. During her first tenure at UVA School of Nursing (2005-2014), she directed the Rural and Global Healthcare Center and led its Global Initiatives. Baernholdt was named to Virginia Business magazine’s “Top 100 People to Meet in 2023.”

**DISCUSSION:**

**Academics and Strategic Planning**

- The School was one of 13 American nursing schools to be named a “Best School for Men in Nursing” by the American Association of Men, an annual award is bestowed to institutions with strong commitments to diversity, equity, and inclusion.
- The School’s BSN program tied for a No. 16 spot in the *U.S. News & World Report’s Best Colleges 2024 Guide* and remains Virginia’s top-ranked nursing program.
- The School’s annual White Coat and Pinning Ceremony took place Nov. 4 in Old Cabell Hall with nearly 800 students, family members, and loved ones, faculty, and staff in attendance. Ninety-two second-year BSN students donned their white coats, signifying the beginning of their clinical rotations and their transitioning to care for human, rather than simulated patients; 77 first year students received a gold pin; 25 students from the accelerated BSN program (a new fast-track transfer-in undergraduate program) and 84 third-year BSNs earned an orange pin; and 112 fourth-year BSNs earned the final pin of their nursing school career.

- Amanda Datesman, a former NICU nurse, became the School of Nursing’s library liaison at the Claude Moore Health Sciences Library.

### **Research and Faculty Recognition**

- Clinical instructor Mary Howell was the School’s first faculty member to earn UVA Health’s “Team Member of the Month” award for teaching excellence.
- Four faculty members (and 11 alumni) were honored at the Virginia Nurses’ Association gala with “40 Under 40” awards (given every three years to outstanding nurses across the Commonwealth by the Virginia Nurses Association), including clinical instructors Brittney Harrison and Chris Lecznar, assistant professor Samantha Hudgins, and post-doctoral fellow Maria McDonald. Dean emerita Pam Cipriano was also honored with the Nancy Vance Award, VNA’s highest honor, and faculty members Richard Ridge and Ashley Apple were reinstated, respectively, as the VNA’s commissioner on workforce issues and as commissioner on government relations. The School, along with event sponsor UVA Health, was well-represented with tables, recruitment materials, and admissions personnel.
- The School honored three of its own at the American Academy of Nursing induction ceremony: Pamela Cipriano was one of six nurses named a “Living Legend,” and UVA Health nurse practitioner and alumnae Lisa Letzkus and Candace Burton, a nurse scientist at the University of Nevada, were inducted as an AAN Fellows.
- Four School of Nursing faculty and staff members are part of UVA Health’s new Leadership Institute: Hannah Crosby, CCI assistant director, assistant professor Jessie Gibson, clinical instructor Mary Howell, and assistant professor Crystal Toll. Two begin the institute in spring 2024; two begin in fall 2024.
- Assistant professor Jessie Gibson earned a three-year, \$458K National Institute for Nursing Research award for career development and to continue her investigation on mental health interventions for patients with neurodegenerative diseases like Huntington’s. Ms. Gibson was also named a junior editor of the *Journal of Clinical and Translational Science*, one of just two nurses on the 52-member editorial board.
- Associate dean Jeanne Alhusen, post-doctoral fellow Maria McDonald, and associate professor and PhD program director Kathryn Laughon earned a \$221K U3 supplement grant from the National Institutes of Health to augment Alhusen’s \$2.2M NIH grant examining the psychosocial risks during pregnancy and their influence on birth outcomes among people with disabilities. At the annual American Academy of Nursing meeting, Ms. Alhusen was chosen to be part of an expert panel discussing disability and health and the importance of disabled students’ access into nursing school.
- Betty Norman Norris Professor Kim Acquaviva earned a \$50K Rita and Alex Hillman grant to develop an LGBTQIA-inclusive intervention to facilitate conversations between clinicians and seriously ill patients about sex at the end of life. Ms. Acquaviva also published a new book, *The Handbook of LGBTQIA-Inclusive Hospice and Palliative Care*.



- Kluge-Schakat Professor Virginia LeBaron began a new fellowship at the National Cancer Institute in October. An NCI visiting scholar for 2023-2024, Ms. LeBaron is only the fourth academic ever to be so honored.
- Bjoring Center director Dominique Tobbell, the Centennial Distinguished Professor, earned an American Association for the History of Nursing (AAHN) H21 grant for a study of community health nursing and clinics between 1960 and 2010. Ms. Tobbell's book, *Dr Nurse: Science, Politics, and the Transformation of American Nursing* earned the AAHN's Lavinia Dock Award in early October at the AAHN's conference.
- In mid-November at the Sigma Biennial Convention in San Antonio, TX, assistant professor Sharon Bragg, Beta Kappa chapter president, received the UVA Sigma Theta Tau honor society's ninth Key Award, one of only a few chapters to repeatedly earn the honor. Beta Kappa is a UVA SON's 50-year-old Sigma Theta Tau honor society and, during UVA Family Weekend, inducted its latest cohort of 23 members, with remarks by clinical instructor and UVA Health nurse Mesha Jones.
- Associate professor Wiersma, a U.S. Army veteran, published an editorial in the *Daily Progress* for Veterans Day Nov. 11 titled, "I joined the military on a whim. It was the best professional decision I ever made."
- Dean Marianne Baernholdt, with UVA Health's chief nursing officer Kathy Baker, were part of a mid-November Becker's Healthcare expert panel in Chicago about how they recruit, retain, and develop nurses and nursing faculty and the distinctive initiatives offered at UVA.

### **Student Honors**

- Master's student and VCU Health nurse Larissa Gregory was one of 42 scholars chosen for a Nurses Educational Funds Inc. scholarship from among nearly 700 applicants from around the country.
- DNP student Maureen DeSena and PhD student Sookyung Park, attended the Graduate Nursing Student Association Conference in Washington, D.C.
- PhD in nursing student and alumna Lauren Catlett earned a \$10K Springfield Research Fund Dissertation Fellowship from the American Psychological Foundation for their study to co-design and advance care planning model with input from transgender and gender-diverse adults to communicate wishes for gender-affirming care.
- A panel of nursing students who studied abroad during J-Term and summer 2023 shared their stories as part of UVA Global Week, organized by director of Global initiatives and professor Emma Mitchell. Nursing students born abroad also hosted their 2nd annual "Accent Day," doing a social media takeover and passing out international mementos and buttons to their peers.
- Accelerated BSN students Elise Nganou, along with Milo Penzell and Rebecca Bigler, were featured in a UVA Today story about the 22 month ABSN program, "From Cameroon to Charlottesville, she found her calling."

- Third-year BSN student James Edwards, RN to BSN student Francis Atangan, and fourth-year BSN students Jared Hart and Andrew Nguyen were featured in a UVA Today story titled, “Here’s why these men chose UVA Nursing.”

### **Philanthropy and Alumni Affairs**

- Thirteen members of the Diploma Class of 1968 endowed the “Diploma Class of 1968 Legacy Award for Clinical Teaching Excellence” to recognize nursing faculty at a celebratory event with the dean in October.
- The fall print edition of *Virginia Nursing Legacy* was mailed to 13,000 alumni in early November. Additionally, the fall magazine and the School’s 2023 Annual Report was mailed to 1,000 peer institution leaders in early November. Finally, the digital magazine was also emailed to the School’s constituent groups Nov. 4, and the digital annual report was emailed to peer institution leaders on Nov. 9. The magazine and annual report earned a silver award and honorable mention from the National In-Plant Printing and Mailing Association for design.

### **Events**

- The Compassionate Care Initiative’s (CCI) cart has re-debuted its services to the more than three dozen UVA Health units that requested its well-being resources, short mental and physical health exercises, and visits from Kenny the therapy dog, all organized by CCI assistant director Hannah Crosby monthly since August.
- The School’s IDEA initiative co-hosted a Nursing and Medicine Community Festival on Sept. 6 that attracted more than 50 nursing and medical students, faculty, and staff.
- A Sept. 19 and October 10 remembrance ceremony commemorated the life of late MSN and DNP alumna Lindsey Grizzard Braun, who died suddenly Aug. 3.
- The 32<sup>nd</sup> Lawrence Richardson United Way Day of Caring gathered 43 School of Nursing faculty and staff across several in-person and virtual volunteer opportunities, the School’s best showing to date.
- The Haney Conference for Compassionate Care at the End of Life co-sponsored a Virginia Film Festival screening of “No Ordinary Campaign” and subsequent panel.
- The Nursing Student Council and Office of Admissions and Student Services together organized a community gathering and a “mental health day” on Nov. 13 and Nov. 15 respectively. The Nov. 13 event gathered students in the Fontaine Resilience Garden to honor the three students who were slain one year ago, and featured remarks by professor Cathy Campbell, a hospice nurse and Buddhist chaplain; the Nov. 15 McLeod Hall event featured therapy dogs and treats.
- A Nov. 5 “safe space” in senior assistant dean Theresa Carroll’s Pavilion VIII home gathered more than 50 students and provided a forum for Gaza native Abdallah Aljerjawi to share his story and perspective on the Palestinian Israeli war and answer attendees’ questions about the conflict and its history.

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

**BOARD MEETING:** December 7, 2023

**COMMITTEE:** Health System Board

**AGENDA ITEM:** VI. Health System Consolidated Financials

**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 Health System Board.

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 Certified Healthcare Finance Professional with almost 30 years of financial management experience.

**FINANCE REPORT**

Overall, despite continued workforce and other industry challenges, UVA Health’s operating income is in line with budget for the three months ended September 30, 2023.

	Operating Income			Operating Margin		
	<u>Actual</u>	<u>Budget</u>	<u>Pr Year</u>	<u>Actual</u>	<u>Budget</u>	<u>Pr Year</u>
Medical Center	29	18	20	4.4%	2.9%	3.5%
Community Health	(9)	1	4	-6.5%	1.0%	2.5%
UPG	(1)	(5)	3	-0.6%	-3.4%	1.9%
SOM	1	5	(7)	0.7%	3.4%	-4.9%
SON	(0)	(0)	(0)	-2.3%	-0.6%	-3.4%
Health Sciences Library	0	(1)	(0)	5.5%	-60.4%	-3.8%
Support/Transfers/Elims	<u>(14)</u>	<u>(13)</u>	<u>(12)</u>			
<b>UVA Health</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.8%</b>
One-Time CH Integration	(1)	(1)	(15)			
<b>UVA Health including 1-Time</b>	<b>5</b>	<b>5</b>	<b>(8)</b>	<b>0.5%</b>	<b>0.5%</b>	<b>-0.8%</b>

## **UVA Medical Center (MC)**

For the first three months of FY24, operating income was \$29M, favorable to budget and resulting in a 4.4% operating margin. Net revenue results were driven by strong volumes across the board in particular inpatient and surgeries as well as sustained rate increases. The all-payer case mix and length of stay were 2.29 and 6.8, respectively. The operating margin is supported by imaging, dialysis, home health, and the management of shared services expenses. Progress has been steady in reducing the use of external nurse travelers and other contract labor, but staffing pressure remains very high. The cost of premium pay, overtime, and bonuses needed to fill open shifts with employed nurses is up, driving labor \$9M unfavorable to budget (3.3%). Total expenses adjusted for volume and acuity were 2.6% unfavorable to budget, driven by inflation and labor challenges. The MC generated \$62M in operating cash (EBITDA) after transfers.

Total paid employees, including contracted employees, were 368 over budget. Contract labor is composed primarily of nurse travelers and individuals employed by the School of Medicine and contracted to the MC. The MC utilized 520 nurse travelers.

	<b><u>FY24 Actuals</u></b>	<b><u>FY24 Budget</u></b>
Employee FTEs	9,049	9,236
Contract Labor FTEs	928	373
Salary, Wage and Benefit Cost / FTE	\$108,537	\$100,358
Total FTEs	9,977	9,609

## **UVA Community Health (CH)**

For the first three months of FY24, CH incurred an operating deficit of \$9M. This was attributable to increases in operational expenses (labor and inflation), depreciation expense (due to integration/transition expense and deferred maintenance), loss of the Culpeper 340B program, lower case mix index and startup expenses for new physicians. Volumes were mixed with inpatient volumes and outpatient volumes behind an aggressive budget but ahead of prior year, while surgeries were ahead of budget and prior year.

## **UVA Physicians Group (UPG)**

UPG finished the first quarter of FY24 with an operating deficit of \$1M, which was \$4M favorable to budget. Favorable results were driven by solid patient services revenue. The results include \$11M in transfers to support the Academic Mission.

### **UVA School of Medicine (SOM)**

Through the first quarter of FY24, the SOM generated a \$1M surplus yielding a \$4M unfavorable variance to budget. Of this unfavorable variance, \$6M is attributed to known timing variances, slightly offset by favorable research, gift, and Health System revenue.

### **UVA School of Nursing (SON)**

The SON was close to break-even for FY24 first quarter operations, which is in-line budget. The SON had a favorable revenue variance due to a combination of gifts in the first quarter and University funding from the Provost office for strategic initiatives. This was offset by unfavorable variance on purchased services and salaries due to a high concentration of financial aid distribution in fall (both undergraduate and graduate), annual IT central costs being applied in the first quarter, and merit bonus impact in the first quarter.

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

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-22	Sep-23	Sep-24	Sep-24
Net patient revenue	\$668.6	\$688.3	\$756.0	\$754.4
Other revenue	<u>26.1</u>	<u>18.6</u>	<u>39.6</u>	<u>34.7</u>
Total operating revenue	<u>\$694.7</u>	<u>\$706.8</u>	<u>\$795.6</u>	<u>\$789.1</u>
Operating expenses	545.7	653.5	719.3	716.6
Depreciation	48.4	39.2	47.2	45.0
Interest expense	<u>23.3</u>	<u>5.9</u>	<u>10.7</u>	<u>9.0</u>
Total operating expenses	<u>\$617.3</u>	<u>\$698.6</u>	<u>\$777.1</u>	<u>\$770.6</u>
Operating income (loss)	<u>\$77.4</u>	<u>\$8.2</u>	<u>\$18.5</u>	<u>\$18.6</u>
Non-operating income (loss)	<u>\$47.4</u>	( <u>\$36.4</u> )	( <u>\$36.5</u> )	( <u>\$12.3</u> )
Net income (loss)	<u>\$124.8</u>	( <u>\$28.1</u> )	( <u>\$18.0</u> )	<u>\$6.2</u>
Principal payment	\$5.2	\$5.4	\$9.4	\$9.4






**University of Virginia Medical Center**

**Balance Sheet**

(Dollars in Millions)

Description	Most Recent Three Fiscal Years		
	Sep-22	Sep-23	Sep-24
<b>Assets</b>			
Operating cash and investments	\$457.7	\$338.0	\$64.1
Patient accounts receivables	367.6	367.3	423.4
Property, plant and equipment	1,582.4	1,612.3	1,633.4
Depreciation reserve and other investments	520.3	412.9	424.1
Endowment Funds	962.8	865.3	854.0
Other assets	<u>675.4</u>	<u>477.6</u>	<u>701.5</u>
<b>Total Assets</b>	<u>\$4,566.2</u>	<u>\$4,073.4</u>	<u>\$4,100.5</u>
<b>Liabilities</b>			
Current portion long-term debt	\$22.6	\$36.6	\$38.5
Accounts payable & other liab	232.9	353.8	428.7
Long-term debt	899.4	867.5	834.7
Accrued leave and other LT liab	<u>785.4</u>	<u>570.2</u>	<u>470.0</u>
<b>Total Liabilities</b>	<u>\$1,940.3</u>	<u>\$1,828.1</u>	<u>\$1,771.9</u>
<b>Fund Balance</b>	<u>\$2,625.9</u>	<u>\$2,245.3</u>	<u>\$2,328.6</u>
<b>Total Liabilities &amp; Fund Balance</b>	<u>\$4,566.2</u>	<u>\$4,073.4</u>	<u>\$4,100.5</u>

University of Virginia Medical Center  
Financial Ratios

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-22	Sep-23	Sep-24	Sep-24
Operating margin (%)	11.1%	1.2%	2.3%	2.4%
Current ratio (x)	3.2	1.8	1.0	2.0 
Days cash on hand (days)	266	189	137	190 
Gross accounts receivable (days)	51.6	51.3	55.3	50.0 
Annual debt service coverage (x)	6.9	1.5	2.0	3.6 
Debt-to-capitalization (%)	27.2%	30.1%	28.5%	34.0% 
Capital expense (%)	11.6%	6.5%	7.4%	7.0%



University of Virginia Medical Center  
Operating Statistics

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-22	Sep-23	Sep-24	Sep-24
Acute Discharges	6,584	6,574	7,068	6,788
Patient days	48,866	49,545	49,088	48,397
Observation Billed Encounters	1,605	1,926	1,593	1,696
All Payor CMI Adj Avg Length of Stay	3.13	3.18	2.98	3.05
OP Billed Encounters	229,779	228,581	231,190	234,124
ER Billed Encounters	10,778	11,973	13,143	11,409
All Payor CMI	2.36	2.40	2.29	2.34
FTE's (including contract labor)	8,701	8,940	9,977	9,609

Operating Statistics exclude UVA Community Health

**University of Virginia Medical Center**  
**SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES**  
**Fiscal Year to Date September 30, 2023 with Comparative Figures for Prior Fiscal Year**

<b>OPERATING STATISTICAL MEASURES</b>									
<b>DISCHARGES and CASE MIX - Year to Date</b>					<b>OTHER INSTITUTIONAL MEASURES - Year to Date</b>				
	<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>		<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>
<b><u>DISCHARGES</u></b>					<b><u>ACUTE INPATIENTS</u></b>				
Medical Center	7,068	6,788	4.1%	6,574	Inpatient Days - MC	49,088	48,397	1.4%	49,545
Community Health	3,614	3,796	(4.8%)	3,565	Inpatient Days - CH	13,839	13,487	2.6%	13,075
Total Discharges	10,682	10,584	0.9%	10,139	All Payor CMI Adjusted ALOS - MC	2.98	3.05	(2.3%)	3.18
Adjusted Discharges - MC	16,823	16,614	1.3%	15,858	All Payor CMI Adjusted ALOS - CH	2.59	2.61	0.6%	2.55
Adjusted Discharges - CH	11,394	12,105	(5.9%)	11,409	Average Daily Census - MC	534	526	1.4%	539
Total Adjusted Discharges	26,577	27,048	(1.7%)	25,582	Average Daily Census - CH	147	150	(2.0%)	141
<b><u>CASE MIX INDEX</u></b>					<b><u>SURGICAL CASES</u></b>				
All Payor CMI - MC	2.29	2.34	(2.3%)	2.40	Births - MC	574	661	(13.2%)	645
All Payor CMI - CH	1.38	1.42	(3.2%)	1.44	Births - CH	644	722	(10.8%)	694
<b><u>OUTPATIENT BILLED ENCOUNTERS</u></b>									
Medical Center	231,190	234,124	(1.3%)	228,581	UVA Main Hospital Operating Room	5,022	5,210	(3.6%)	4,873
Community Health	68,339	71,041	(3.8%)	60,535	Battle	2,931	2,939	(0.3%)	2,926
Emergency Room - MC	13,143	11,409	15.2%	11,973	Monticello Surgery Center	1,984	1,883	5.4%	2,036
Emergency Room - CH	28,095	30,052	(6.5%)	28,330	Orthopedic Center	342	241	41.9%	7
					Community Health	2,188	1,958	11.7%	1,986
					Total	12,467	12,231	1.9%	11,828

<b>OPERATING FINANCIAL MEASURES</b>									
<b>REVENUES and EXPENSES - Year to Date</b>					<b>OTHER INSTITUTIONAL MEASURES - Year to Date</b>				
	<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>		<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>
(\$s in thousands)					(\$s in thousands)				
<b><u>NET REVENUES</u></b>					<b><u>NET REVENUE BY PAYOR</u></b>				
Net Patient Service Revenue	\$756,044	\$754,410	0.2%	\$688,264	Medicare	\$224,252	\$222,123	1.0%	\$191,350
Other Operating Revenue	39,599	34,726	14.0%	18,575	Medicaid	\$157,350	\$156,602	0.5%	\$118,626
Total	\$795,643	\$789,137	0.8%	\$706,839	Commercial Insurance	\$78,006	\$76,472	2.0%	\$104,105
<b><u>EXPENSES</u></b>					<b><u>OTHER</u></b>				
Salaries, Wages & Contract Labor	\$357,741	\$359,384	0.5%	\$325,967	Collection % of Gross Billings	29.2%	29.1%	0.4%	28.7%
Supplies	208,869	204,464	(2.2%)	186,887	Days of Revenue in Receivables (Gross)	55.3	50.0	(10.5%)	51.3
Contracts & Purchased Services	152,675	152,761	0.1%	140,651	CMI Adjusted Cost per Adjusted Discharge	\$14,784	\$14,170	(4.3%)	\$13,229
Depreciation	47,181	44,999	(4.8%)	39,197	Total FTEs (including Contract Labor)	12,377	11,967	(3.4%)	11,400
Interest Expense	10,656	8,959	(19.0%)	5,896	FTEs Per CMI Adjusted Discharge	21.7	20.2	(7.0%)	19.9
Total	\$777,122	\$770,567	(0.9%)	\$698,598					
Operating Income	\$18,520	\$18,569	(0.3%)	\$8,241					
Operating Margin %	2.3%	2.4%		1.2%					

University of Virginia Medical Center

**SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES**

Fiscal Year to Date September 30, 2023 with Comparative Figures for Prior Fiscal Year

**Assumptions - Operating Statistical Measures**

**Discharges and Case Mix Assumptions**

Discharges include all admissions except normal new borns

TCH cases 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

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

**BOARD MEETING:** December 7, 2023

**COMMITTEE:** Health System Board

**AGENDA ITEM:** VII.A. Credentialing and Recredentialing Actions

**BACKGROUND:** The Health System Board is the governing body of the University of Virginia Medical Center. The Health System Board is responsible for final approval of clinical privileges of providers that have been approved by the Credentials Committee and the Clinical Staff Executive Committee.

**ACTION REQUIRED:** Approval by the Health System Board

**CREDENTIALING AND REREDENTIALING ACTIONS**

RESOLVED, the credentialing and recredentialing items from the December 7, 2023 Health System Board meeting are approved.

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

**BOARD MEETING:** December 7, 2023

**COMMITTEE:** Health System Board

**AGENDA ITEM:** VII.B. Amended and Restated Bylaws of the Clinical Staff of the Medical Center

**BACKGROUND:** The Health System Board is the governing body of the University of Virginia Medical Center. The Health System Board is responsible for final approval of amended bylaws that have been approved by the Bylaws Committee, the Clinical Staff Executive Committee, and a majority of the Active Clinical Staff in accordance with the bylaws.

**ACTION REQUIRED:** Approval by the Health System Board

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

RESOLVED, the attached amended and restated bylaws of the Clinical Staff of the Medical Center are approved.

# ATTACHMENT