

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS**

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

February 29, 2024

HEALTH SYSTEM BOARD

Thursday, February 29, 2024

8:30 a.m. – 12:00 p.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.

Paul B. Manning
James B. Murray Jr.
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
Marianne Baernholdt
Ian B. Baucom
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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- 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: February 29, 2024

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: February 29, 2024

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: February 29, 2024

COMMITTEE: Health System Board

AGENDA ITEM: I.C. Behavioral Health – Strategies to Treat Addiction and Student Mental Health

ACTION REQUIRED: None

BACKGROUND: Dr. Ait-Daoud Tiouririne is a Board-Certified Psychiatrist and Addiction Medicine Specialist and Director of the Center for Leading-Edge Addiction Research (CLEAR) outpatient Psychiatry services. She is also the Medical Director of Ambulatory Psychiatry and Medical Director of the Office-Based Opioid Treatment (OBOT), Addiction Medicine Fellowship Director, Associate Director for the Psychiatry Residency Program in the Department of Psychiatry and Neurobehavioral sciences in the UVA School of Medicine.

Dr. Ait-Daoud Tiouririne has expertise in the pharmacological treatment of alcohol, opioid, and other substance use disorders. Her special interests are medication development for the treatment of the addictions and understanding the underpinnings of drug craving associated with treatment response. Her research focuses on the development of medications and other treatment modalities for addictions; and linking clinical psychopharmacological research with basic biochemical studies to understand the underpinnings of addiction associated with craving and treatment response. She is a principal investigator on multiple NIH funded projects and a co-investigator on multiple other NIH funded grants. Dr. Ait-Daoud Tiouririne graduated from Algiers University and completed her residency at UVA and her fellowship at University of Texas Health Science Center at San Antonio.

Dr. Christopher P. Holstege has served as the Executive Director of Student Health since 2013. He also is a Professor of Emergency Medicine and Pediatrics at the University of Virginia's School of Medicine and Chief of the University of Virginia's Division of Medical Toxicology, positions he has held since 1999. He served eight years on the University of Virginia Faculty Senate representing all 11 schools and served as its Chair in academic year 2014. Dr. Holstege was hired by the University of Virginia in 1999.

Dr. Holstege has over 200 publications in medical journals, periodicals, and books. He has edited or authored 10 books and is the lead editor of his most recent book entitled Criminal Poisoning – Clinical and Forensic Perspectives. He is dedicating his current research focus to the study of student populations. He recently published in the journal of Clinical Toxicology a study entitled Abuse, misuse, and suicidal substance use by children on school property. He also is the lead investigator on two recent studies pertaining to students with results that have been presented at national scientific meetings: Impact of substance abuse discharge recommendation compliance on ED readmission rate in a

college population; The epidemiology of alcohol and substance-related emergency department admissions within a university population. Dr. Holstege graduated from Wayne State University School of Medicine and completed his residency at Butterworth Hospital and his fellowship at Indiana University.

DISCUSSION: Dr. Ait Daoud Tiouririne will discuss ongoing work to address addiction in the community and Dr. Holstege will present on mental health services provided to UVA students.

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

BOARD MEETING: February 29, 2024

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

- The University Medical Center's overall turnover rate continues to show positive trends. In December 2023, the overall voluntary turnover rate was 13.3%. Particularly noteworthy is the nursing turnover rate, which has impressively reverted to pre-pandemic levels, standing at 11.9%.
- In January 2024, leadership approved \$26M for market adjustments specifically targeted at nurses and nurse leaders. These adjustments are in congruence with a newly established compensation philosophy. Ongoing compensation review processes are anticipated to lead to pay adjustments across various roles. The decision to prioritize the nursing team stems from dual objectives of retaining and rewarding our skilled nursing professionals while concurrently minimizing our dependence on external labor.
- The number of external travelers has continued to decrease over the past few months. The Full-Time Equivalent (FTE) of external travelers dropped from 876 in February 2023 to 472 in December 2023.
- “Earn While You Learn” (EWYL) continues to meet UVA Health's Strategic Plan Goal, effectively addressing critical staffing shortages and creating valuable career opportunities for our community. Since its launch in June 2022, the program has successfully enrolled approximately 300 new team members. As of October 2023, an impressive 84% of participants have completed the courses and are continuing their employment. In less than two years, EWYL has expanded to provide five additional career paths.
- The UVA Health Leadership Institute is set to launch its second cohort in March 2024. This initiative stems from substantial feedback collected during the UVA Health strategic planning process. The institute's primary objective is to enhance

UVA Health as the premier workplace by cultivating leaders from within the organization.

- Throughout the last quarter, UVA Health expressed gratitude for its dedicated team members and celebrated the holiday season with various events. The 2023 End of Year Celebration, titled “Hope at Work,” took place across all locations, offering a festive atmosphere with meals, music, and activities to honor team members. In appreciation for those working on December 25, a complimentary winter holiday meal was provided. The 2024 Garden of Appreciation, hosted by UVA Health University Medical Center leadership, recognized the impactful contributions of Environmental Services (EV), Food and Nutritional Services (FNS), and Rewards and Recognition (R&R) teams, bringing joy and positivity to the healthcare community. UVA Health also marked the 2nd annual ASPIRE DAY on February 14, 2024, engaging all team members in celebrating and renewing their commitment to UVA Health's ASPIRE values with chocolate and various activities.

Clinical and Operational

- UVA Health's Center for Telehealth has received a \$15,000 grant as one of the 13 recipients of the 2023 Telehealth Equity Catalyst Awards from the American Association of Medical Colleges (AAMC). The funding will support the launch of a collaborative initiative with communities in southern Albemarle County and neighboring areas. Partnering with various organizations, the program aims to enhance awareness and access to care by piloting innovative methods to bring healthcare directly into the community, reduce on-site access barriers, and communicate available resources effectively from UVA Health and other providers.
- UVA Health's Community Paramedicine program, operating under the Population Health Department, offers diverse resources to aid patients, ranging from facilitating connections with primary-care providers to navigating health insurance requirements. In its inaugural year, the program demonstrated significant impact, with the average number of Emergency Department (ED) visits decreasing from eight in the 180 days prior to enrollment to three in the 180 days post-program completion. Additionally, 30 patients successfully established new relationships with primary-care providers through the program.
- The recently opened UVA Health Pharmacy Stoney Creek has greatly enhanced access to care in Nelson County. Catering to a community of approximately 1,400, including patients from UVA Health Stoney Creek Family Medicine Clinic, the pharmacy eliminates the necessity for residents to travel more than 25 miles one-way for prescription services. This initiative is committed to delivering top-tier pharmacy care not only to nearby Wintergreen residents but also to those confronting significant barriers in small, rural communities around Nellysford, where poverty rates reach as high as 52% (Lovingston) and 72% (Schuyler).

Quality and Safety

- UVA Health has achieved recognition in the 2023-24 WebMD Patient Choice and Medscape Provider Choice Awards, being designated a "best in class" health

system in Virginia for cancer, heart, orthopedics, neurology, and digestive healthcare. These accolades are the result of surveys conducted among consumers and healthcare providers, gauging opinions on the "best overall quality and treatment capability." UVA Health was selected as a leading Virginia health system by both consumers and healthcare providers in all five specialties surveyed by WebMD and Medscape.

- UVA Health Neurology has earned the prestigious WebMD Elite Choice Award, signifying it as the preferred healthcare option among patients and care providers by a 2-to-1 margin over other regional health systems.
- The Chronic Obstructive Pulmonary Disease (COPD) program has successfully obtained recertification following a survey conducted by The Joint Commission.
- A quality improvement initiative spearheaded by the Wound and Ostomy and Continence (WOC) Team pinpointed a challenge among clinicians in distinguishing between preventable hospital-acquired pressure injuries (HAPIs) and non-preventable skin failure in patients approaching the end of life. A thorough literature review prompted the team to formulate and implement a practice model featuring a skin failure algorithm. This performance improvement project has enabled bedside team members to concentrate more effectively on preventing pressure injuries, resulting in a substantial year-on-year decrease in reported HAPIs.
- Inpatient patient experience scores for November and December have not only surpassed our established goals but are also exhibiting a positive trend. Inpatient leaders are strategically connecting Patient Safety Risk Rounds to enhance the overall patient experience, with weekly discussions every Tuesday focused on patient safety and various facets of care.
- Outpatient Clinic experience has seen a notable increase of 0.6 points, reaching the 86th percentile in December. The ongoing United on Access multi-phase project plays a crucial role in positively influencing the outpatient access experience.
- Emergency Department scores have rebounded with an upward trajectory in November and December. The Patient Experience Office, in collaboration with ED leaders, is actively driving improvements through the implementation of best practices.

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

BOARD MEETING: February 29, 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 105, LLC, for CAR T-cell therapies
- Health Carousel, LLC d/b/a Passport USA for international staffing

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 MEDICAL CENTER CONTRACTS WITH CARDINAL HEALTH 105, LLC AND HEALTH CAROUSEL, LLC D/B/A PASSPORT USA

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 105, LLC for CAR T-cell therapies, and Health Carousel, LLC d/b/a Passport USA for international staffing.

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

<u>BOARD MEETING:</u>	February 29, 2024
<u>COMMITTEE:</u>	Health System Board
<u>AGENDA ITEM:</u>	III. School of Medicine Report (Written Report)
<u>ACTION REQUIRED:</u>	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: Below are highlights of events and/or accomplishment in December 2023 and January 2024 in the School of Medicine.

People

- Howard Goodkin, MD, PhD, chair of Neurology, was elected as first vice president of the American Epilepsy Society (AES) and will serve as president of AES in 2025.
- Li Li, MD, PhD, chair of the Department of Family Medicine, had a pivotal role as a contributing writer in the 13th Annual Report to Congress on Evidence Gaps in Clinical Prevention Services. His insightful contributions shed light on critical research gaps in mental health, emphasizing anxiety disorders, depression, and suicidal thoughts throughout life.
- Ourania Preventza, MD, MBA, a cardiovascular surgeon and chief of UVA Department of Surgery's Division of Cardiothoracic Surgery, was honored with the Physician of the Year Award 2023 from the Hellenic Medical Society of N.Y.

Departments

- The UVA School of Medicine appointed Albert S. Jun, MD, PhD a leader in revolutionizing corneal transplants, to chair its Department of Ophthalmology. He comes to UVA from Johns Hopkins University, where he has served as chief of the Division of Cornea, Cataract and External Diseases. Dr. Jun will start at UVA on May 6, 2024.
- The Department of Surgery's Cardiothoracic Division earned a three-star rating from The Society of Thoracic Surgeons (STS) for Lung Cancer Lobectomy. This is the highest rating, placing UVA in the top 5% of providers. This is an incredible accomplishment and a testament to the outstanding care provided by the division.

Research

- UVA researchers have joined a new international consortium that work to understand how climate change could affect dangerous diarrheal diseases, a leading cause of death for children under five. Josh Colston, PhD, and James Platts-Mills, MD, will lead UVA Health's contributions to the new consortium, which is spearheaded by the Amsterdam Institute of Global Health and Development and Amsterdam UMC.
- University of Virginia School of Medicine researchers have identified a potential way to improve the success of lung transplants by preventing damage caused when blood is restored to the organ. A team led by Swapnil K. Sonkusare, PhD, of the Department of Molecular Physiology and Biological Physics, identified a cascade of cellular changes that take place within the lung that result in organ rejection and death after transplant.
- Scott Heysell, MD, MPH, the Thomas H. Hunter Associate Professor of International Medicine and director of University of Virginia's Center for Global Health Equity, was awarded a five-year R01 grant renewal for more than \$3.7M from the NIH to improve treatment outcomes for children and adults with tuberculosis.

Clinical

- Leigh A. Cantrell, MD, MSPH, was selected to serve as the next Oncology Physician Service Line Lead. Dr. Cantrell will succeed Michael E. Williams, MD, who is stepping down after more than five years in the role. As physician service line lead, Dr. Cantrell will be responsible for optimizing cancer-related missions across the UVA Health enterprise.
- Building on the success of the artificial pancreas, the UVA Center for Diabetes Technology has continued to develop systems to enable the next generation of AID devices. The latest development is an AI-driven artificial pancreas that controls all insulin injections and modulates doses based on immediate needs. This unique system was deployed in six study participants in December with great success, achieving clinical outcomes similar to first generation system but without requiring input from the patients.

Education

- The UVA School of Medicine received a \$25,000 one-year education grant from the American Medical Association (AMA) and will join the AMA ChangeMedED Consortium to develop, implement, and disseminate projects that better train future physicians. Awardees of the grant will focus on the application of precision education across the medical education continuum, from medical school, to residency, to continuing medical education.
- At the recent Interim Meeting of the American Medical Association, two University of Virginia medical students – Shreya Mandava (Class of 2024) and Ishaan Rischie

(Class of 2026) – received awards within the AMA Medical Student Section for their outstanding engagement and leadership in health policy development and advocacy.

- The Class of 2026 and faculty of the UVA School of Medicine gathered for the Student Clinician and Awards Ceremony. During the ceremony, the Class of 2012 John Edward Jones Memorial Scholarship was awarded to Laiba Murad. This scholarship recognizes outstanding medical students entering their third year of medical school who have demonstrated leadership efforts to eliminate health care inequalities.

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

<u>BOARD MEETING:</u>	February 29, 2023
<u>COMMITTEE:</u>	Health System Board
<u>AGENDA ITEM:</u>	IV. School of Nursing Report (Written Report)
<u>ACTION REQUIRED:</u>	None

BACKGROUND: Marianne Baernholdt, PhD, MPH, RN, FAAN—the Sadie Heath Cabaniss Professor of Nursing and dean of professional nursing at UVA Medical Center—is a leading scholar of care quality and safety with an emphasis on healthcare in rural and global environments and clinician well-being and resilience. She has dedicated the expanse of her award-winning 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. She was named to Virginia Business magazine’s “Top 100 People to Meet in 2023” list.

DISCUSSION:

Academics and Strategic Planning

- After site visits last fall, the School recently earned approval from the Board of Nursing. It also received a positive report from the Commission on Collegiate Nursing Education, which positions it to officially earn its 10-year re-accreditation this spring.
- Though applications are still being tabulated, the School has assembled a 55-member Clinical Nurse Leader master’s class (CNL ’26) and a 28-member Accelerated BSN class (about 17% larger than last year’s cohort), both of which arrive this May. While PhD applications were up by more than 40% over last year (23 apps in ’23 compared to 34 applications in ’24), the School received 1,993 traditional BSN applications in total, from which 77 students will be selected.
- Staff members Travis Boyd, director of compliance, accreditation, and enhancement, and Lynn Corbett, director of degree program administration, were promoted to newly created leadership roles that will position the School for academic and program success and are part of a reorganization being deployed this spring.

Research and Faculty Recognition

- Faculty members Jeanne Alhusen, an NIH-funded nurse scientist and associate dean for research studying family planning care access among women with disabilities, and Mesha Jones, immediate past-president of the Nurses Professional Governance Organization and a clinician at UVA Health, a clinical instructor, and community activist, were both honored at a January 18 Rotunda ceremony with UVA Health MLK Awards.
- Assistant professor Ashley Apple, the Virginia Nurses' Association commissioner on government affairs, took a group of students to the annual VNA Lobby Day at the Capitol, visiting with legislators including Sen. Creigh Deeds, Del. Amy Lauffer, Del. Rodney Willet, and Del. Cia Price, among others. In late January, assistant professor Tracy Kelly will do the same when she takes a group of students to the Clinicians for Climate Action Lobby Day at the House of Delegates in Richmond.
- Associate professor Emma Mitchell was named to the North American cohort of WomenLift Health Leaders, a yearlong leadership program during which she will investigate ethical considerations for applications of AI in cervical cancer screening and prevention.
- Professor Kimberly D. Acquaviva did a book reading at the New Dominion Bookshop in Charlottesville for her new *Handbook of LGBTQIA-Inclusive Hospice and Palliative Care*, and was featured in [CVILLE Weekly](#) and on [CBS19 news](#).
- Professors Ashley Apple, Gina DeGennaro, and Beth Quatrara offered their expertise in a popular article in UVA Today titled, "[UVA Nursing professors debunk four everyday health myths](#)."
- Associate professor Natalie May and others were featured on TV stations across the country ([including NBC 29](#)) for their required professional development pilot program that prevents burnout among newly graduated nurses in the Nurse Residency Program at UVA Children's Hospital.
- Associate dean for diversity, equity, and inclusion and associate professor Melissa Gomes was featured in stories about ([NBC 29](#), [WBRC-TV](#), [KWCH-TV](#)) the School being named one of 13 American "Best School for Men in Nursing" by the American Association for Men in Nursing. The award was also featured in UVA Today and in [Becker's Healthcare](#).
- Assistant professor Ashley Apple's essay, "[A call to action for nurses – Transgender youth need our help](#)," published in recognition of Transgender Day of Remembrance, was featured in *Virginia Nurses' Today's* fall magazine.
- Interim associate dean for academic programs and professor Shelly Smith was a featured speaker at the 11th annual UVA Health Nursing Summit.
- Assistant professor Crystal Toll and clinical instructor Mesha Jones were featured in *UVA Pulse* for being part of UVA Health's first Leadership Institute cohort.
- Professors Gretchen Wiersma, Malinda Whitlow, and Sharon Bragg attended Sigma nursing honor society's biennial conference in San Antonio, TX, where hundreds of nurse leaders, nursing students, and nursing faculty delegates from around the country convened for workshops, presentations, and networking.

- Associate professor Ishan Williams was part of a panel of scientists and scholars who lead UVA Lifetime Learning's "More than the Score" lecture November 18 in Alumni Hall.

Student Honors

- Doctoral student Sherrie Page Guyer earned a \$24,000 Jefferson Trust grant for "Nursing Narratives," a new feature in the School's quarterly *Virginia Nursing Legacy* magazine that will offer a space for nurses to write and publish essays around a theme or topic. Guyer, a regular essay writer, recently published a *Newsweek* essay titled, "[I wish mom had Ozempic. She would have loved me.](#)"
- Fourth-year BSN student Morgan Allen and Donna Nkurunziza, as well as other founding members of the Black Student Nurses' Alliance, were honored at a January 18 Rotunda ceremony with UVA Health MLK Awards.
- Professor Ha Do Byon, who studies violence against home visiting nurses, was featured in an [Associated Press story](#) that ran across the country about a home visiting nurse who was killed by a patient for whom she was caring.
- Third-year BSN student Abdallah Aljerjawi was among a cohort of UVA students who traveling to China as part of a J-Term course on "Ping Pong Diplomacy" in [UVA Today](#), on [NPR/WVTF](#), and [NBC 29](#). Aljerjawi also penned a recent essay, "I live in parallel realities, stuck between Gaza's Pain and America's privilege," in the [Richmond Times Dispatch](#) and was also featured in a story about the war in Gaza on [NPR/WVTF](#).
- Alumna and faculty member Brittany Harrison's DNP scholarly project, "Use of the 3 Wishes Project to help individualized end-of-life care in a medical ICU," was published in and featured as a video in the [American Journal of Critical Care](#). Harrison's co-author is associate professor Clareen Wiencek.
- PhD student Yeonsu Kim's dissertation research was featured in [UVA Today](#), [Newsweek](#), [Healthy Living](#), and [Medical Daily](#), which suggests how jarring morning alarms cause morning blood pressure surges that may put even healthy people at higher risk for cardiovascular diseases like heart attack and stroke.
- Alumni and post-doctoral fellow Crystal Chu's research, with surgeon Lynn Dengel, on a decision tool for high-risk women with breast cancer was featured on [NBC 29](#), [CBS 19](#), and elsewhere.
- Fourth-year nursing students Emily Kabza ("The over-medicalization of birth, and what we can do about it") and Molly Yeo ("The feminization of HPV and rise of HPV-related cancers in males") presented their Distinguished Majors investigations at a University of Richmond forum sponsored by the Gottwald Speakers Series and the Health Studies Department.

Philanthropy and Alumni Affairs

- The School of Nursing's component of the *Honor the Future* campaign has secured gifts and commitments totaling \$88,727,327 as of January 30, 2024. The School has secured 118% of its \$75M goal with 17 months remaining in the campaign.

- Two upcoming Alumni Spotlight events will offer continuing education credit, including a February 1 forum by orthopedic nurse practitioner Alicia McCarthy (BSN '09) and a March 14 forum with nurse scientist Trina Kumodzi (PhD '19).
- In conjunction with the UVA Alumni Association, the School's development office will host nursing alumni and friends during Black Alumni Weekend April 19-21 and Reunions May 3, June 2, June 7-9.

Events

- The Compassionate Care Initiative's (CCI) cart is scheduling winter/spring visits to the more than 55 units across UVA Health that requested it, and will offer well-being resources, brief exercises, and visits from Kenny, the therapy dog.
- The third "Clinical Instructors Bootcamp" offered a dozen nurses from across the region professional development and learning so they might become faculty members and mentors for pre-licensure nursing students. To date, the bootcamp has prepared more than 45 nurses to become clinical instructors, helping increase the supply of nurse educators in the region.
- A February 2 forum with The Ohio State University's chief wellness officer, Bernadette Melnyk is sponsored by the CCI and UVA Health's Chief Nursing Officer.

Upcoming Continuing Education at the School includes:

- February 22 - Promoting best practices in dementia care, with prof. Marion Kyner
- February 24 - Heart failure symposium
- March 2 - Annual conference of liver disease and gastroenterology: Advances in diagnosis and treatment
- April 13 - Protecting health in a changing climate: Rising heat and health in Virginia (with Sen. Hashmi)
- A CCI-sponsored forum with the U.S. Surgeon General Vivek Murthy, MD, and Lorna Breen Heroes' Foundation founder Corey Feist takes place virtually March 18.

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

BOARD MEETING: February 29, 2024

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 favorable to budget for the six months ended December 31, 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	41	28	21	3.1%	2.2%	1.8%
Community Health	(9)	4	(4)	-2.9%	1.2%	-1.6%
UPG	(3)	(8)	6	-1.2%	-2.9%	2.1%
SOM	(2)	(5)	(7)	-0.5%	-1.5%	-2.7%
SON	(0)	(0)	(1)	-2.7%	-2.1%	-4.7%
Health Sciences Library	0	(1)	(0)	5.9%	-38.9%	-3.8%
Support/Transfers/Elims	<u>(28)</u>	<u>(26)</u>	<u>(30)</u>			
UVA Health	(1)	(10)	(15)	0.0%	-0.5%	-0.8%
One-Time HS Activity	(4)	(1)	(27)			
UVA Health including 1-Time	(5)	(10)	(43)	-0.2%	-0.6%	-2.2%

UVA Medical Center (MC)

For the first half of FY24, operating income was \$41M favorable to budget and resulting in a 3.1% operating margin. Net revenue results were driven by strong volumes, as well as sustained rate increases. The all-payer case mix and length of stay were 2.31 and 6.9 days, 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 and compensation pressure remains very high. The cost of premium pay, overtime, and bonuses needed to fill open shifts with employed nurses is up, driving labor \$21M unfavorable to budget (3.8%). Total expenses adjusted for volume and acuity were 2.1% unfavorable to budget, driven by inflation and labor challenges. The MC generated \$108M in operating cash (EBITDA) after transfers.

Total paid employees, including contracted employees, were 466 over budget. Contract labor is composed primarily of nurse travelers, as well as UPG and School of Medicine employees contracted to the MC. The MC utilized 515 nurse traveler FTEs.

	<u>FY24 Actuals</u>	<u>FY24 Budget</u>
Employee FTEs	9,125	9,231
Contract Labor FTEs	951	379
Salary, Wage and Benefit Cost / FTE	\$109,564	\$102,886
Total FTEs	10,076	9,610

UVA Community Health (CH)

For the first six months of FY24, CH incurred an operating deficit of \$9M. This was attributable to increases in depreciation expense (due to integration/transition expense and deferred maintenance), loss of the Culpeper 340B program, and startup expenses for new physicians. Volumes were mixed with inpatient and outpatient volumes falling shy of an aggressive target but surgeries significantly favorable to plan and prior year.

UVA Physicians Group (UPG)

UPG finished the second quarter of FY24 with an operating deficit of \$3M, which was \$5M favorable to budget. Favorable results were driven by solid patient services revenue. The results include \$21.8M in transfers to support the Academic Mission.

UVA School of Medicine (SOM)

Through the second quarter of FY24, the SOM generated a \$2M deficit yielding a \$3M favorable variance to budget. Favorable state, gift, and Health System revenues are contributing to this result. In addition, favorable strategic spending related to the transfer of Biotechnology Institute expenses off School of Medicine books is offset by increased discretionary spending on faculty incentives as well as an unbudgeted one-time non-personnel expense resulting from a change in the timing of a large annual payment to the University's Office of the Vice President for Research.

UVA School of Nursing (SON)

The SON was close to break-even for Q2, FY24 year-to-date operations, which is in-line with budget. The SON had a year-to-date favorable revenue variance, due to a combination of gifts in the first and second quarters, and University funding from the Provost office for strategic initiatives. This was offset by the unfavorable variance on personnel driven by earlier start dates on open positions, the State 2% compensation increase in December and annual merit bonus impact in Q1.






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

Description	Most Recent Three Fiscal Years			Budget/Target
	Dec-21	Dec-22	Dec-23	Dec-23
Net patient revenue	\$1,257.8	\$1,400.0	\$1,542.1	\$1,494.6
Other revenue	<u>48.8</u>	<u>38.7</u>	<u>82.7</u>	<u>69.4</u>
Total operating revenue	<u>\$1,306.7</u>	<u>\$1,438.8</u>	<u>\$1,624.7</u>	<u>\$1,563.9</u>
Operating expenses	1,163.4	1,345.4	1,478.9	1,427.8
Depreciation	77.7	83.6	95.2	89.6
Interest expense	<u>10.8</u>	<u>20.0</u>	<u>22.1</u>	<u>17.9</u>
Total operating expenses	<u>\$1,252.0</u>	<u>\$1,449.1</u>	<u>\$1,596.2</u>	<u>\$1,535.3</u>
Operating income (loss)	<u>\$54.7</u>	<u>(\$10.3)</u>	<u>\$28.5</u>	<u>\$28.7</u>
Non-operating income (loss)	<u>58.0</u>	<u>(48.3)</u>	<u>2.4</u>	<u>(24.6)</u>
Net income (loss)	<u>\$112.7</u>	<u>(\$58.6)</u>	<u>\$30.9</u>	<u>\$4.1</u>
Principal payment	\$10.9	\$10.8	\$18.8	\$18.8

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

Description	Most Recent Three Fiscal Years		
	Dec-21	Dec-22	Dec-23
Assets			
Operating cash and investments	421.0	321.7	137.7
Patient accounts receivables	354.6	388.3	423.5
Property, plant and equipment	1,595.2	1,606.1	1,624.6
Depreciation reserve and other investments	531.7	414.5	438.0
Endowment Funds	977.2	861.5	880.6
Other assets	665.7	528.3	724.7
Total Assets	<u>\$4,545.5</u>	<u>\$4,120.4</u>	<u>\$4,229.1</u>
Liabilities			
Current portion long-term debt	16.5	24.3	28.0
Accounts payable & other liab	233.9	435.7	484.4
Long-term debt	895.8	866.4	835.5
Accrued leave and other LT liab	<u>578.5</u>	<u>576.7</u>	<u>501.0</u>
Total Liabilities	<u>\$1,724.6</u>	<u>\$1,903.1</u>	<u>\$1,849.0</u>
Fund Balance	<u>\$2,820.9</u>	<u>\$2,217.2</u>	<u>\$2,380.2</u>
Total Liabilities & Fund Balance	<u>\$4,545.5</u>	<u>\$4,120.4</u>	<u>\$4,229.1</u>

**University of Virginia Medical Center
Financial Ratios**

Description	Most Recent Three Fiscal Years			Budget/Target
	Dec-21	Dec-22	Dec-23	Dec-23
Operating margin (%)	4.2%	-0.7%	1.8%	1.8%
Current ratio (x)	3.1	1.5	1.1	2.0 
Days cash on hand (days)	256	181	147	190 
Gross accounts receivable (days)	52.1	54.9	50.5	50.0 
Annual debt service coverage (x)	9.3	1.5	3.6	3.6 
Debt-to-capitalization (%)	25.6%	30.0%	27.8%	34.0% 
Capital expense (%)	7.1%	7.2%	7.3%	7.0%

**University of Virginia Medical Center
Operating Statistics**

Description	Most Recent Three Fiscal Years			Budget/Target
	Dec-21	Dec-22	Dec-23	Dec-23
Acute Discharges	13,017	12,985	14,400	13,429
Patient days	97,704	98,496	100,568	94,806
Observation Billed Encounters	3,082	3,870	3,104	3,260
All Payor CMI Adj Avg Length of Stay	3.12	3.22	3.00	3.02
OP Billed Encounters	458,357	454,645	465,819	467,413
ER Billed Encounters	20,805	24,283	26,469	22,685
All Payor CMI	2.38	2.38	2.31	2.34
FTE's (including contract labor)	8,802	9,101	10,076	9,610

Operating Statistics exclude UVA Community Health

University of Virginia Medical Center
SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES
Fiscal Year to Date December 31, 2023 with Comparative Figures for Prior Fiscal Year

OPERATING STATISTICAL MEASURES									
DISCHARGES and CASE MIX - Year to Date					OTHER INSTITUTIONAL MEASURES - Year to Date				
	<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>
<u>DISCHARGES</u>					<u>ACUTE INPATIENTS</u>				
Medical Center	14,400	13,429	7.2%	12,985	Inpatient Days - MC	100,568	94,806	6.1%	98,496
Community Health	7,005	7,434	(5.8%)	7,101	Inpatient Days - CH	28,047	27,312	2.7%	26,375
Total Discharges	21,405	20,863	2.6%	20,086	All Payor CMI Adjusted ALOS - MC	3.00	3.02	(0.6%)	3.22
Adjusted Discharges - MC	34,091	32,981	3.4%	31,676	All Payor CMI Adjusted ALOS - CH	2.82	2.61	(8.2%)	2.57
Adjusted Discharges - CH	21,813	23,015	(5.2%)	22,246	Average Daily Census - MC	547	515	6.1%	535
Total Adjusted Discharges	55,904	55,996	(0.2%)	53,922	Average Daily Census - CH	152	150	1.3%	143
<u>CASE MIX INDEX</u>					<u>BIRTHS</u>				
All Payor CMI - MC	2.31	2.34	(1.4%)	2.38	Births - MC	1,208	1,258	(4.0%)	1,223
All Payor CMI - CH	1.42	1.42	(0.1%)	1.43	Births - CH	1,241	1,322	(6.1%)	1,323
<u>OUTPATIENT BILLED ENCOUNTERS</u>					<u>SURGICAL CASES</u>				
Medical Center	465,819	467,413	(0.3%)	454,645	UVA Main Hospital Operating Room	10,004	10,254	(2.4%)	9,766
Community Health	133,689	134,468	(0.6%)	129,851	Battle	5,925	5,784	2.4%	5,759
Emergency Room - MC	26,469	22,685	16.7%	24,283	Monticello Surgery Center	3,933	3,706	6.1%	4,053
Emergency Room - CH	57,913	58,898	(1.7%)	57,389	Orthopedic Center	743	482	54.1%	260
					Community Health	4,427	4,105	7.8%	4,116
					Total	25,032	24,331	2.9%	23,954
OPERATING FINANCIAL MEASURES									
REVENUES and EXPENSES - Year to Date					OTHER INSTITUTIONAL MEASURES - Year to Date				
	<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)				
<u>NET REVENUES</u>					<u>NET REVENUE BY PAYOR</u>				
Net Patient Service Revenue	\$1,542,086	\$1,494,576	3.2%	\$1,400,047	Medicare	\$448,359	\$440,053	1.9%	\$406,873
Other Operating Revenue	82,656	69,370	19.2%	38,732	Medicaid	\$294,123	\$285,625	3.0%	\$282,147
Total	\$1,624,741	\$1,563,945	3.9%	\$1,438,779	Commercial Insurance	\$159,504	\$151,500	5.3%	\$129,543
<u>EXPENSES</u>					<u>OTHER</u>				
Salaries, Wages & Contract Labor	\$731,145	\$721,842	(1.3%)	\$674,424	Total Paying Patient Revenue	\$1,542,086	\$1,494,576	3.2%	\$1,400,047
Supplies	438,952	403,077	(8.9%)	389,050	Collection % of Gross Billings	29.3%	29.0%	0.8%	29.1%
Contracts & Purchased Services	308,827	302,872	(2.0%)	281,947	Days of Revenue in Receivables (Gross)	50.5	50.0	(1.1%)	54.9
Depreciation	95,250	89,567	(6.3%)	83,620	CMI Adjusted Cost per Adjusted Discharge	\$18,399	\$18,203	(1.1%)	\$17,509
Interest Expense	22,056	17,921	(23.1%)	20,031	Total FTE's (including Contract Labor)	12,442	11,968	(4.0%)	11,737
Total	\$1,596,230	\$1,535,279	(4.0%)	\$1,449,072	FTE's Per CMI Adjusted Discharge	26.4	26.1	(1.1%)	26.1
Operating Income	\$28,512	\$28,666	(0.5%)	(\$10,293)					
Operating Margin %	1.8%	1.8%		-0.7%					

Assumptions - Operating Statistical Measures

Discharges and Case Mix Assumptions

Discharges include all admissions except normal newborns
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 newborns
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: February 29, 2024

COMMITTEE: Health System Board

AGENDA ITEM: VII. 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 February 29, 2024 Health System Board meeting are approved.