

UNIVERSITY OF WISCONSIN HOSPITALS AND CLINICS AUTHORITY
Minutes of Board of Directors Meeting

November 2, 2011

PRESENT: David Walsh (Chair), Michael Weiden (Vice Chair), Roger Axtell, Jeffrey Bartell, Tom Basting, Michael Falbo, Dean Robert Golden, Dean Katharyn May, Pablo Sanchez, Dr. Humberto Vidaillet, and Dr. George Wilding

EXCUSED: Richard Fetherston, Mike Huebsch, Rep. Howard Marklein, Sen. Luther Olsen, and Chancellor David Ward

LIAISONS: Donna Katen-Bahensky and Dr. Nathan Rudin

STAFF: Kristi Amelong, Jan Bultema, Mike Buhl, Dr. Anthony D'Alessandro, Jim Dechene, Jill Ellefson, Dr. Chris Green, Rachel Hartjes, Beth Houlahan, Scott Houtakker, Robert Miller, Jeff Poltawsky, Renee Rizzo, Jay Robaidek, Ron Sliwinski, and Dan Weissburg

GUESTS: Richard Choudoir and Tolu Oyesanya

1. Call to Order

Mr. Walsh, Chair, opened the meeting of the Board of Directors of the University of Wisconsin Hospitals and Clinics Authority at 1:30 p.m. A quorum was present.

Dean May introduced her guest, Tolu Oyesanya, who is a Ph.D. graduate student in nursing.

2. Approval of Minutes of September 7, 2011, Authority Board Meeting

Mr. Weiden moved approval of the minutes of the September 7, 2011 meeting. Dr. Wilding seconded the motion and it passed unanimously.

3. Review and Approval of Medical Staff Membership and Clinical Privileges

Dr. Nathan Rudin presented the Medical Board recommendations concerning medical staff memberships and clinical privileges. Dr. Vidaillet moved that the recommendations be approved. Mr. Axtell seconded the motion and it passed unanimously.

4. Staffing Effectiveness Report

Beth Houlahan, Senior Vice President Patient Care Services and Chief Nursing Officer, gave a presentation on staffing effectiveness. The Joint Commission requires an examination of adequacy of staffing annually and when undesirable patterns are identified. Ms. Houlahan presented information that over the previous fiscal year, there was no correlation between clinical indicators and nurse turnover. Ms. Houlahan reported there was an increase in nurse turnover earlier this year due to outside factors, but nursing is aggressively filling these positions and preparing for future turnover. She reported that a number of the recruits are experienced Registered Nurses.

5. Action: Approval of Organization Scope of Service

Ron Sliwinski, Senior Vice President and Chief Operating Officer, reviewed the update of the Organizational Scope of Service statement [Exhibit 1] that the Joint Commission requires to be periodically approved by the governing body. While the majority of the document remained unchanged, Mr. Sliwinski highlighted that there were new oncology clinics added to the report and some consolidation of other programs. Mr. Basting moved approval of the Statement. Mr. Falbo seconded the motion and it passed unanimously.

6. Annual Update from the Organ Procurement Organization

Jill Ellefson, Director of the UWHC Organ Procurement Organization (OPO), summarized the annual OPO report to the Board that had previously been distributed to the Board with the agenda. She reviewed the role of the OPO and the Board and gave an overview of its services. OPO activities include: coordinating the organ donation process for their service areas; generating referrals from donor hospitals within the OPO Service Area; providing public education on organ donation awareness; reporting data; and maintaining regulatory compliance. The UWHC OPO service area includes 104 hospitals in 70 counties and includes 3.2 million people.

The Donor Registry in Wisconsin, that the OPO participated in launching, received its millionth registrant after only 18 months of operation, which is the fastest pace of registration of any state that has launched a registry.

Donna Katen-Bahensky introduced Dr. Tony D'Alessandro who is the Medical Director of the OPO.

The Board asked questions about the OPO and Ms. Ellefson provided additional information. Donations have increased substantially. She described the likely causes and some of the barriers to additional growth. Ms. Ellefson said there are two main factors that made Wisconsin probably the most successful program in the country - first, the organization's relationship with donor hospitals and second, the extensive public education on the importance of organ donation. Mr. Sliwinski added that the reputation and 30 year history of the transplant program were also important.

7. Board Committee Report

Renee Rizzo, Vice President Finance and Controller, reported on the Audit Committee meeting. The Audit Committee received an update on UWHC's external audit by KPMG. The external auditor, KPMG, is waiting for the release of the UW Foundation audit before it releases the UWHC audit. The Audit Committee received confidential reports on internal audit and compliance. Overall, the compliance program was found to be mature and effective.

The Finance Committee report was addressed in the next agenda item.

8. CFO Report

Renee Rizzo reported on patient activity and financial results for September 2011 and the first three months of the fiscal year. There was an extremely high case mix for adult patients of 2.17. It was asked if this occurred because patients are truly sicker or if new documentation

processes led to a more accurate identification of complex cases than had been the case before. Ms. Katen-Bahensky indicated that they believe it is a combination of the two. Pediatrics was also reporting a relatively high case mix of 1.58.

It was noted that an extremely high number of diversions had taken place that month with 24 total in September. Ms. Houlahan explained this issue was being closely studied and it appears a number of these diversions were due to the unavailability of ICU beds. The ICU beds were full because of more high acuity patients, but also because of a lack of staffed non-ICU beds to transfer former ICU patients to. As reported earlier, Ms. Houlahan is working to address this staff shortage.

Net gain from operations for September was \$10.9 million. Net income for September, including non-operating losses, was \$4.6 million. Net gain from operations for the first three months was \$30.7 million. Net income, including non-operating losses, was \$20 million.

9. CEO Report

Donna Katen-Bahensky, President and Chief Executive Officer, reported on recent CEO activities, leadership updates as well as faculty recruitment updates. She highlighted the opening of the Simulation Center.

10. Closed Session

There being no other matters for the open session, Mr. Walsh proposed to take the meeting into closed session as previously announced. Mr. Walsh announced that the purpose for the closed session was for the discussion of financial and other matters, including budgetary matters which for competitive reasons require a closed session, as provided in section 19.85(1)(e), Wis. Stat.; and to consider employment and performance evaluation data of public employees, as provided in section 19.85(1)(c), Wis. Stat.; and for review of the services of health care providers, pursuant to section 146.38, Wis. Stat.

Mr. Weiden moved that the Board enter closed session. Mr. Sanchez seconded the motion. The motion passed with a unanimous roll call vote. The following members voted for the motion: David Walsh (Chair), Michael Weiden (Vice Chair), Roger Axtell, Jeffrey Bartell, Tom Basting, Michael Falbo, Dean Robert Golden, Dean Katharyn May, Pablo Sanchez, Dr. Humberto Vidaillet and Dr. George Wilding

The Board authorized proceeding with investment in a competitive project. Mr. Weiden moved approval. Dr. Wilding seconded the motion and it passed unanimously with one abstention.

No other action was taken in the closed session.

The meeting adjourned.

Respectfully Submitted,

James C. Dechene, Secretary

**Organizational Scope of Service
University of Wisconsin Hospitals and Clinics Authority**

Approved by Board of Directors - November 2, 2011

Primary Location

Clinical Science Center ("CSC")
600 Highland Avenue
Madison, WI 53792

UW Health Mission Vision and Values – Encompasses all three UW Health partners - UW Hospital and Clinics, UW Medical Foundation and UW School of Medicine and Public Health.

Mission

- **Service** - providing the best possible patient care experience and outcomes for all those who need our services and providing programs that support the health and wellness of individuals and populations
- **Scholarship** - delivering contemporary education for current and future generations of health professionals
- **Science** - conducting a broad range of research to discover the most promising ways to promote health and to prevent, detect and treat illness in people and communities
- **Social Responsibility** - doing what is best for the communities we serve through policy advocacy, health care delivery and public health

Vision

Working together, UW Health will be a national leader in health care, advancing the well-being of the people of Wisconsin and beyond.

Values

- Excellence
- Innovation
- Compassion
- Integrity
- Respect
- Accountability

Major Clinical Treatment Programs

- **UW Carbone Cancer Center** As the only comprehensive cancer center, designated by the National Cancer Institute, in Wisconsin, UWCCC is recognized throughout the Midwest and nation as one of the leading innovations in cancer research, quality care, and active community involvement.
- **American Family Children's Hospital** A comprehensive pediatric medical and surgical hospital within UW Hospital and Clinics, nationally known for treatment of children's lung diseases, childhood cancer and other pediatric specialties.

- Critical Care Wisconsin's only Level One trauma center for both pediatric and adult trauma centers and burn unit; including a pediatric intensive care unit; cardiac and medical intensive care units, on-site facilities include fully equipped emergency department; Med Flight critical care air transport service and the Children's Hospital Emergency Transport Ambulance (CHETA)
- Organ Transplant By volume, UW Health is the third-largest transplant program in the country providing care in kidney (both deceased and living donor), pancreas, simultaneous pancreas-kidney ("SPK"), liver (both deceased and living donor), pediatric, heart, lung, combined heart-lung, intestinal, multi-organ and islet cell transplantation. UWHC also operates one of the nation's highly recognized organ procurement programs.
- Heart, Vascular and Thoracic Care Comprehensive program of prevention, expert diagnosis and treatment of full spectrum of heart and vascular diseases.
- Neurology and Neurosurgery. Provides comprehensive consultation, evaluation and treatment of neurological disorders and provides comprehensive neurosurgical consult and surgical services. Designated certified as a Primary Stroke Center by The Joint Commission and offers one of the most comprehensive sets of stroke studies in the nation, including testing of multiple surgical interventions, advanced diagnostic imaging and medications and therapeutic interventions for acute stroke and its after-effects.
- Orthopedics and Rehabilitation Provides a broad spectrum of state-of-the-art, of adult and childhood musculoskeletal disorders. Programs include joint replacement, spinal fusion, sports and rehabilitative medicine
- Home Health Agency Medicare certified agency provides skilled nursing, PT, OT, speech, and home health aide visits to homebound patients in Dane County (located at 2030 Pinehurst Drive, Middleton, WI).
- Outpatient Clinics UWHC has outpatient clinics providing a wide variety of clinical care services, including, but not limited to: internal medicine, OB/GYN, oncology, urology, allergy, dermatology, surgery, transplant, orthopedics, adolescent alcohol and drug abuse assessment, infectious disease, infertility, etc.

Clinical Units and Locations at the Clinical Sciences Center

- Cardiac Catheterization Laboratory and ECG F6/3**
- EEG (Electroencephalography Evoked Potentials)..... B2/2
- EMG (Electromyography)..... H5/6
- Hemodialysis (inpatient adult, inpatient/outpatient peds) C5/3
- Infusion Center –..... C5/3
- Nursing Units **
 - American Family Children's Hospital
 - P4
 - P5
 - Pediatric Intensive Care Unity (PICU)
 - B4/3—Burn
 - B4/4—Rehabilitation
 - B4/5—Cardiothoracic Surgery & Transplant, including ICU
 - B4/6—Kidney, Liver, Pancreas Transplant
 - B6/3—Trauma Life Center (TLC)

** Sedation sites

- B6/4—Orthopedics
- B6/5—Psychiatry
- B6/6—Oncology (Hematology, Bone Marrow Transplant, and Palliative Care)
- D4/4— General Medicine
- D4/5—Heart and Vascular Progressive Care
- D4/6—Family Practice /Forensics
- D6/4—Neuroscience Services (Neurology, Neurosurgery, Ophthalmology)
- D6/6—CTRRC Clinical and Translational Research Core
- D6/5—Pulmonary, Renal Intermediate Care
- E5/7—Critical Care Transport (Med Flight)
- E1/2—Emergency Department
- E3/3—Radiology Patient Hold & Prep Area
- F6/4 – Care Initiation Unit / Short Stay Surgical
- F8/4—Neuroscience ICU
- F4/4 – Trauma & Trauma Surgical IMC
- F4/5—Cardiology Intermediate Care
- F4M5—Cardiac Medical Intensive Care
- F4/6—General Surgery/Trauma
- F6/5—General Medicine/Geriatrics
- F6/6—Gynecology, Urology, Plastic Surgery, ENT, Surgical Services
- Central Float, Per Diem & Agency, & SOS
- Radiology/Imaging
 - Angio/Neuro/Interventional D4/3**
 - Carotid Doppler F2/3
 - CT E3/3**
 - Bone Mineral Density D4/3
 - GI/GU G3/3**
 - IVU G3/3**
 - Inpatient Mammography D4/3
 - Mammography, Breast US..... G3/1
 - MRI..... E1/3, F2/3 **
 - Musculoskeletal J5/2
 - Myleogram..... G3/3 **
 - Nuclear Medicine E1/3 **
 - PET/CT K4/1B **
 - General Imaging D4/3
 - Ultrasound F2/3 **
- Surgical Services D6/3
 - Inpatient Operating Rooms & PACU F8/3, E7/3, D6/3, F2/3 **
 - Outpatient Surgery Center F6/2, D6/2 **
 - First Day Surgery Unit E5/3
 - Outpatient Surgery Center – Ambulatory Care Unit / PACU F6/2
 - American Family Children’s Hospital Surgical Services 3rd Floor **
- Ambulatory Procedure Center C5/2
 - (GI procedures, urology procedures, and Lithotripsy) **

** Sedation sites

- CSC Ambulatory Clinics:
 - American Family Children's Hospital
 - Diagnostic and Therapy Center **
 - Pediatric Specialties Clinics – Multi-specialty clinics
 - Breast Center G3/1
 - Cancer Clinics J3/2
 - (Oncology, Hematology, Bone Marrow Transplant, Chemotherapy)**
 - Cancer Clinics. J3/1
 - Gyn Oncology, Medical Oncology
 - Endocrine & Gynecology A6/2
 - Heart and Vascular G3/4
 - Infectious Disease & Immunology/HIV B6/2
 - Invasive Cardiology H6/3
 - Neurology – H4/4
 - (General Neurology, Stroke , Epilepsy, Neuromuscular, Multiple Sclerosis, Movement Disorder)
 - Orthopedics and Cast Room H4/2
 - Otolaryngology G3/2
 - Pulmonary & Allergy, Adult & Peds..... B6/2
 - Radiotherapy & Parathrapy..... K4/B **
 - Rehab OT Hand Clinic & Ortho PT E3/2
 - Surgery clinics F4/2
 - (Bleeding Disorders, General, Dental, Burn, Neurosurgery, Thoracic, Plastic, and Pre-operative Work Up Program)
 - Transplant & Podiatry G7/1**
 - Urology D6/2
- CSC Retail Pharmacies:
 - UW Health Outpatient Pharmacy E5/230
 - UW Health Oncology Pharmacy K4/213
 - UW Health Children's Pharmacy Room 1338

** Sedation sites

Ambulatory Services Off CSC Main Site:

1. Adolescent Alcohol/Drug Abuse and Intervention Program
 122 Olin Ave. Suite 200
 Madison, WI 53713
Hours of Service: 8:30 a.m. – 4:30 p.m. plus 24 hour on call coverage to the
 Emergency Department
Services Provided—assessment and referral for alcohol and drug addiction problems
 in the adolescent population.

2. East Clinic
 5249 East Terrace
 Madison, WI 53704
Hours of Service: Clinic hours are 7:30 a.m. – 5:00 p.m.; pharmacy 8:30 a.m. – 6:00
 p.m. on Mondays – Friday.

Services Provided: primary and specialty care clinics (bariatrics, internal medicine, geriatrics, obstetrics and gynecology, midwifery, pediatric ophthalmology, cardiology, pain and rehabilitation medicine, allergy, diabetes/endocrine, pediatric diabetes/endocrine, rheumatology, dermatology, Mohs surgery, pediatrics, podiatry, plastic surgery, general surgery, urology, uro-gynecology, gastroenterology, mental health) and radiotherapy, pharmacy, laboratory, radiology (mammography, general radiology, CT, and US), nutrition, learning center services, and retail pharmacy.

3. Hand Clinic (opened August 2011)

1 South Park Street
Madison, WI

Hours of Operation: 8:00 a.m. – 4:30 p.m. Monday – Friday

Services Provided: Hand and Upper Extremity Rehabilitation occupational therapy services

4. Kidney Clinic

3034 Fish Hatchery Road
Madison, WI 53713

Hours of Service: 8:00 a.m. – 5:00 p.m. Monday - Friday

Services Provided: Specialty care medicine service for pre-end stage kidney disease.

5. Oakwood Village Geriatric Clinic

6201 Mineral Point Road
Madison, WI 53705

Hours of Service: Hours vary per week, generally three half days

Services Provided: Geriatric primary care.

6. Orthotics Clinic

6220 University Ave.
Middleton, WI 53560

Hours of Service: 8:00 a.m. – 5:00 p.m.

Services Provided— Orthotics clinic

7. Princeton Club Physical Therapy East

1726 Eagan Road
Madison, WI 53714

Hours of Service: 7:00 a.m. – 5:00 p.m. Monday - Friday

Services Provided: Physical therapy and Occupational Therapy.

8. Princeton Club Physical Therapy West

8042 Watts Road
Madison, WI 53719

Hours of Service: 7:00 a.m. – 4:30 p.m. (Fall 2005 – 6:00 p.m.), Monday - Thursday;

7:00 a.m. – 2:30 p.m. Friday

Services Provided: Physical therapy and athletic training.

9. Rehabilitation Clinics
6630 University Ave.
Middleton, WI 53705
Hours of Service: 7:00 a.m. – 5:00 p.m.
Services Provided—Rehabilitation medicine physician clinics: physical, occupational, and speech therapy services; and orthotics laboratory.

10. Research Park Clinics
621 Science Drive
Madison, WI 53711
Hours of Service: Clinics and other clinical services 5:45 a.m. – 10:00 p.m., MRI—7:00 a.m. – 9:15 p.m.
Services Provided— Specialty care clinics in Integrative Medicine, Pediatric Fitness, Spine, and Sports Medicine; Exercise Science Laboratory; Fitness Center; Health Psychology; Integrative Medicine Services (i.e. acupuncture, massage, etc.); Nutrition; Orthotics; Preventive Cardiology; Spine Physical Therapy, Sports Rehabilitation (physical therapy and athletic training) and Radiology services (CT, MRI, X-Ray, and Ultrasound).

11. Special Dermatology Lab
Medical Science Center
1300 University Avenue, Lab #457
Madison, WI 53706
Hours of Service: May vary; 8:00 am – 5:00 pm
Services Provided: Molecular Laboratory

12. University Station Clinic
2880 University Ave.
Madison, WI 53705
Hours of Service: 8:00 a.m. – 5:00 p.m., Eye clinics open until 7:30 p.m. on Thursday, Pediatric clinics open 8:00 a.m. – 4:30 p.m. (urgent care clinic 5:45 a.m. – 8:30 p.m.) Monday – Friday and 8:45 a.m. – 2:30 p.m. Saturday and Sunday
Services Provided: Primary (internal medicine, pediatrics, and geriatrics) and specialty clinics (pediatric and adult ophthalmology), laboratory, radiology services, pharmacy, nutrition, and retail pharmacy.

13. UW Health Home Care Services
2030 Pinehurst Drive
Middleton, WI 53562
Hours of Service (office): 8:00 – 4:30 Monday - Friday
Services Provided: Skilled nursing, physical therapy, occupational therapy, speech therapy, home health aids, home medical equipment and supplies, and respiratory support.

14. Waisman Center
1500 Highland Ave.
Madison, WI 53705
Hours of Service: 8:00 a.m. – 4:30 p.m.
Services Provided: Specialty pediatric services including child development, cerebral palsy, genetics, spasticity, and biochemical genetics.

15. West Clinic

451 Junction Road
Madison, WI 53717

Hours of Service: 7:00 a.m. – 5:00 p.m. Monday – Friday; pharmacy 8:00 a.m. – 6:00 p.m. Monday – Friday.

Services Provided—primary and specialty care clinics (internal medicine, Women's health, osteoporosis, optometry, diabetes/endocrine, rheumatology and arthritis, dermatology, Mohs surgery, urology, OB/GYN, midwifery, cardiovascular medicine, nutrition, GI/Liver disease, pediatric and adolescent medicine, pediatric diabetes), bone density testing, ECHO and ECG, laboratory, pharmacy, and radiology services (Mammography, X-ray, and BMD), learning center, and retail pharmacy.

Other UWHC Clinical Support Services

- CareWear
- Central Services
- Child Life
- Clinical Laboratories
- Clinical Nutrition Services
- Coordinated Care and Case Management
- ECMO
- Employee Health
- Environmental Services
- Family Resource Center
- Food Services
- Health Information Management
- Human Resources
- Infection Control
- Information Technology Services
- Interpreter Services
- Learning Center
- Medical Staff
- Patient Relations
- Pharmacy
- Plant Engineering
- Respiratory Care
- Safety / Emergency Management
- Security
- Social Work
- Spiritual Care Services
- Volunteer Services