



**The Board of Directors of University Hospital**

PUBLIC SESSION  
November 15, 2016  
11:00 a.m.

Rutgers New Jersey Medical School Cancer Center  
205 South Orange Avenue, Board Room B-1120  
Newark, New Jersey

**Present:** Hon. Donald T. DiFrancesco, *Chair*; James M. Orsini, MD, *Vice-Chair*; Robert L. Barchi, MD, PhD; David H. Brody, MD; Annette Catino, MBA; Robert J. Rubino, MD; Justin Sambol, MD; Brian L. Strom, MD, MPH

**Present Via Teleconference:** Tanya L. Freeman, Esq

**Excused:** Cecile A. Feldman, DMD, MBA; Keith H. Green; Robert L. Johnson, MD, FAAP

**University Hospital Attendees:** John N. Kastanis, FACHE, *President and Chief Executive Officer*; Paul B. Matey, *Senior Vice President & General Counsel*; Nancy Hamstra, *Chief Operating Officer*; Thomas Daly, *Chief Financial Officer*; Susan Ann Abookire, MD, MPH, *Interim Chief Medical Officer*; Carl A. Kirton, *Chief Nursing Officer*; Richard Tunnell, *Chief Information Officer*; and Tammy Robinson, *Special Assistant*

**Excused:** Gerard Garcia, *Chief Human Resources Officer*

**I. Opening**

Chairman DiFrancesco opened the meeting by reading from the Open Public Meetings Act:

*The notice requirements of the Senator Byron M. Baer Open Public Meetings Act and the New Jersey Medical and Health Sciences Restructuring Act have been satisfied. Notice of this meeting was timely sent to various newspapers in the State of New Jersey and was also timely posted on the website of University Hospital.*

A roll call was conducted by Ms. Robinson:

|                             |                            |
|-----------------------------|----------------------------|
| Hon. Donald T. DiFrancesco  | Present                    |
| Robert L. Barchi, MD, PhD   | Present                    |
| David H. Brody, MD          | Present                    |
| Annette Catino, MBA         | Present                    |
| Cecile A. Feldman, DMD, MBA | Excused                    |
| Tanya L. Freeman, Esq       | Present via teleconference |
| Keith H. Green              | Excused                    |
| Robert L. Johnson, MD, FAAP | Excused                    |
| James M. Orsini, MD         | Present                    |
| Robert Rubino, MD           | Present                    |
| Brian L. Strom, MD, MPH     | Present                    |

With a quorum of members present, Chairman DiFrancesco called the meeting to order at 8:35 a.m.

**II. Approval of Meeting Minutes**

Chairman DiFrancesco accepted a motion to approve the minutes of the September 21, 2016 meeting of the Board. The minutes were approved unanimously.

**III. Report of the Chairman of the Board**

Chairman DiFrancesco introduced Robert J. Rubino, MD, FACOG. Dr. Rubino was appointed to the UH Board of Directors on October 20, 2016; his term of service continues through July 1, 2018

Chairman DiFrancesco accepted a motion to approve the 2017 Schedule of Meetings for the UH Board of Directors. The schedule was approved unanimously.

Chairman DiFrancesco accepted a motion to approve the resolution appointing Mr. Joseph Muscarelle, Jr. to the Board of Trustees of the Foundation for UH. The motion was approved unanimously.

#### **IV. Report of the President and CEO**

Mr. Kastanis presented highlights and noted that his report details many positive improvements which continue to take place at UH.

A. Mr. Kastanis reported that, on a national level, hospital associations anticipate changes to the Affordable Care Act (ACA) under President-elect Trump's administration.

B. During a brief discussion, Mr. Kastanis noted that there may be significant changes to the ACA and that expansion of Medicaid programs through block grants may be one of the approaches taken.

C. Mr. Kastanis reported that UH continues to focus on its quality program with regard to improving metrics and data analytics. He stated that highlights of the improvement plan would be provided in today's presentation regarding Quality and Rankings.

D. Ms. Catino suggested that UH implement a communication plan to inform the greater Newark area of the quality program improvements being made.

E. Mr. Kastanis delineated the organizations with which he is involved on behalf of University Hospital. Mr. Kastanis stated that he was nominated to the Board of Trustees for the New Jersey Hospital Association; he is a member of the Strategic Planning Committee of America's Essential Hospitals; he will begin attending Board meetings of the Greater New York Hospital Association with the intent of being nominated to the Board; and Mr. Kastanis was appointed to the Vizient Board of Managers.

F. Mr. Kastanis reported that the hospital anticipates an unannounced site visit to be conducted by The Joint Commission during the open window period. He stated that UH began preparations with a mock survey conducted by Vizient. The surveyors provided advice and tips for areas of improvement.

G. Mr. Kastanis briefly discussed the efforts being made by the department of the Chief Experience Officer to improve the UH's Press Ganey scores. He stated that UH continues to assess its current state and establish improvement strategies. Ms. Dauhajre added that as the team works to hardwire the improvement initiatives throughout every unit, she expects to see the scores shift from red to green.

H. Mr. Kastanis announced that UH would partner with the Rutgers Pre-health Profession program to provide internships for students. The initiative would focus on patient and interdisciplinary communication with students assisting on the patient floors. He stated that the students assisting in these non-clinical tasks would gain credits and be required to submit a paper detailing their experience. He noted that previous experience with this initiative also resulted in improved patient satisfaction scores.

I. Mr. Kastanis reported that the Patient Experience Office welcomed Annamarie Cutroneo as the new Patient Experience Advisor.

J. Mr. Kastanis provided an update on the separation of UH from the Rutgers Banner system. The major undertaking conducted by IS&T was a success due to the mulit-departmental efforts from both UH and Rutgers. Ms. Catino added that everyone involved in the migration should be commended for planning and executing a seamless transition.

K. Mr. Kastanis stated that the years of service award ceremonies for employees with 25, 30, 35, 40 and 45 years of service, as well as employees with 5, 10, 15, and 20 years of service, were held on September 16th and 30th, respectively.

L. Mr. Kastanis reported that all of the outstanding labor contract renewals have been completed. He noted that important workforce productivity issues were addressed in the negotiations. The contracts for 2018 are already in the process of being negotiated.

M. Mr. Kastanis commented that the Chief Nursing Officer, the Chair of the Department of Surgery, and the Chair of the Department of Medicine are engaged in a coordinated effort to improve the overall perioperative experience. In addition to expanding the operating room (OR) schedules, the committee is also working on improving compensation for perioperative Registered Nurses and Certified Registered Nurse Anesthetists, procuring equipment, and exploring the possibility of adding two additional ORs.

N. Mr. Kastanis introduced Dr. Abookire who provided a presentation on the Fall 2016 Leapfrog Analysis for University Hospital.

O. In response to Dr. Orsini's question regarding documentation, Dr. Abookire noted that documentation and coding issues have been addressed with the medical staff.

P. Dr. Abookire responded to Dr. Rubino's inquiry regarding the use of "red flag" terminology in the electronic medical record. Dr. Abookire stated that she has collaborated with IS&T to leverage the software to produce the appropriate documentation.

**V. Committee Reports and Action Items**

**A. Report of the Compensation Committee**

*Chair, Mr. Keith H. Green*

No Report

**B. Report of the Finance, Investment, Administration and Audit Committee**

*Chair, Ms. Annette Catino, MBA*

1. Upon recommendation of the Finance, Investment, Administration and Audit (“FIAA”) Committee, Ms. Catino requested that the Board accept and approve the Minutes of the September 14, 2016 meeting of the FIAA Committee. The Board accepted and approved the minutes unanimously.

2. Upon recommendation of the FIAA Committee, Ms. Catino requested that the Board accept and approve the audited June 30, 2016 Financial Statement and the August 2016 Financial Statement. The Board accepted and approved the financial statements unanimously.

4. Mr. Kastanis stated that the financial statements show incremental revenue year-over-year, however, the revenue continues to be low in comparison to the spending. He noted that the current fiscal year budget has a significant amount budgeted for performance improvement initiatives that are being closely monitored.

5. In response to Dr. Barchi's inquiry regarding ambulatory care service lines and length of stay, Mr. Kastanis stated that ambulatory care visits have increased. Mr. Kastanis further stated that Dr. Abookire has streamlined length of stay. He acknowledged that the Care Management component requires greater focus on case management, utilization review, and social work. Care Management has also been reorganized to report to the Chief Medical Officer.

6. Ms. Catino acknowledged that Thomas Shick, Director of Internal Audit and Danette Slevinski, Chief Compliance Officer would be submitting their 90 Day Work Plans at the FIAA Committee meeting today.

**C. Report of the Governance, Ethics and Legal Committee**

*Chair, Ms. Tanya L. Freeman, Esq*

No Report

**D. Report of the Medical Liaison Committee**

*Chair, Dr. James M. Orsini, MD*

1. Upon recommendation of the Medical Liaison (“ML”) Committee, Dr. Orsini requested that the Board accept and approve a) the ML Committee Meeting Minutes of August 8, 2016; b) the ML Committee Meeting Minutes of September 13, 2016; and c) the ML Committee Meeting of September 28, 2016. The Board accepted and approved the minutes unanimously.

2. Upon recommendation of the ML Committee, Dr. Orsini requested that the Board accept and approve the Credentials Committee Action Items of September 27, 2016 and October 25, 2016. The Board accepted and approved the action items unanimously.

3. Upon recommendation of the ML Committee, Dr. Orsini requested that the Board accept and approve: a) the Medical Executive Committee Meeting Minutes of May 24, 2016; b) the Medical Executive Committee Meeting Minutes of June 28, 2016; c) the Medical Executive

Committee Meeting Minutes of July 26, 2016; and d) the Medical Executive Committee Meeting Minutes of September 27, 2016. The Board accepted and approved the minutes unanimously.

4. Upon recommendation of the ML Committee, Dr. Orsini requested that the Board accept and approve the Minutes of the Credentials Committee of September 12, 2016. The Board accepted and approved the minutes unanimously.

**E. Report of the Quality of Care Committee**

*Chair, Dr. David H. Brody, MD*

No Report

**VI. Public Comment**

The Chairman stated that all business of the Board was complete, and acknowledged that there were no requests for public comments.

**VII. Executive Session**

Chairman DiFrancesco stated that the Board would convene in Executive Session by resolution:

*BE IT RESOLVED, that the Board will meet in executive session on this date, November 15, 2016, to review matters falling within the attorney-client privilege and such other matters as may be discussed in executive session, in accordance with N.J.S.A. 10:4-12.*

*BE IT FURTHER RESOLVED, that any necessary action will be taken at the earliest possible public meeting of the Board, and that each of these matters shall be made public when they have been resolved and/or concluded.*

*The University Hospital Board of Directors will convene in Executive Session. We do not intend to conduct any additional public business.*

**VIII. Adjournment**

There being no further business, the public meeting of the Board of Directors of University Hospital adjourned at 10:40 a.m. The next meeting of the Board is scheduled for Tuesday, January 24, 2017 at 8:30 a.m., in the Rutgers New Jersey Medical School Cancer Center located at 205 South Orange Avenue, Board Room 1120, Newark, New Jersey.