

The Board of Directors of University Hospital

Public Meeting
November 19, 2020
10:00 a.m.

Via Webex
Rutgers Cancer Institute of New Jersey
at University Hospital
205 South Orange Avenue, Board Room B-1120
Newark, New Jersey

Present via WebEx: Tanya L. Freeman, Esq., Chair; Cecile A. Feldman, DMD, MBA; Keith H. Green; Heather Howard, JD; Robert L. Johnson, MD, FAAP; David T. Molowa, PhD; Mary O'Dowd, MPH; James M. Orsini, MD; Eric S. Pennington, Esq.; Robert J. Rubino, MD; Brian L. Strom, MD, MPH

I. Opening Statement and Roll Call

Chairwoman Freeman opened the meeting and welcomed all in attendance.

At the direction of Chairwoman Freeman, Ms. Tammy Robinson read University Hospital's statement of compliance with the Senator Byron M. Baer Open Public Meetings Act and the New Jersey Medical and Health Sciences Education Restructuring Act and called the roll. With a quorum of members present, the meeting was called to order at 10:05 a.m.

II. Report of the President and Chief Executive Officer

Dr. Elnahal reported on the recent increase in Covid-19 positivity and admissions rates in what may be a resurgence of the virus. He stated that an exponential increase in cases could take a toll on the hospital's capacity which has been at census for the last several months. Dr. Elnahal is hopeful that early detection, better treatment ways and clinical protocols continue to result in improved mortality and expedient discharges.

Dr. Elnahal further reported that in advance of another wave of the virus, the hospital maintains a surge plan, a 90-day supply of personal protective equipment (PPE) and a robust labor pool system. Additional advance preparation includes regular updates with the State regarding the status of the pandemic, regional coordination efforts with the Northern region hospitals and a field medical station at East Orange ready for deployment. Importantly, Dr. Elnahal stated that significant preparation for receiving and distributing the Covid-19 vaccine is underway. The hospital is one of a few in the State with the cold storage needed for the Pfizer vaccine, as well as the clinical expertise to distribute the vaccine to communities State-wide. Dr. Elnahal underscored the importance of increasing vaccine adoption especially among minority

populations through support and positive messaging. He stated that positivity around adoption could be achieved by communicating the scientific data, the efficacy and safety of the vaccine. University Hospital served as a clinical trial hospital for the Moderna vaccine and the effectiveness results were very promising.

Dr. Elnahal next provided a brief update on his role as an advisor on President-elect Biden's transition team in support of efforts at the U.S. Department of Veteran's Affairs (VA). Dr. Elnahal was previously part of a team instrumental in implementing quality improvement across the VA System, and will now channel that expertise to shape strategies for the future of public health nationwide. Dr. Elnahal noted that he is hopeful that this opportunity and recognition highlights the priorities and needs of University Hospital. The hospital has taken an outsized leadership role that has been beneficial for guiding the pandemic response on a national stage.

Chairwoman Freeman congratulated Dr. Elnahal on his appointment.

III. Public Comment

There were no requests for public comment.

IV. Review and Approval of Board Meeting Minutes of September 24, 2020

Chairwoman Freeman accepted a motion, duly seconded to approve the minutes. A roll call was conducted, and the motion was approved by unanimous vote of the members.

V. Review of Financial Statements

Mr. Gary Huck, Chief Financial Officer, stated that the financial report was revised to include new key indicators and metrics. He reported that cash and accounts receivables on the balance sheet were stable for the first quarter of 2021. The accounts payables showed a significant change from the year-end amounts due to a recent Bond interest payment. He reported that the revenue and expenses for the first quarter showed an overall increase in volume, with a slight decrease in Emergency Department and clinic.

Mr. Huck next reported that the hospital continues to recognize significant revenue from previous CARES Act money. In response to a question from Ms. Howard, Mr. Huck stated that the hospital received a final payment in July and doesn't anticipate receiving any further funding. However, the hospital could continue to realize revenue and reimbursements through June 2021. Mr. Huck noted that efforts to maintain PPE and expenses related to the data breach resulted in going over budget. However, the cost saving initiatives with respect to salaries and overtime remain in effect to offset extra expenses.

Lastly, Mr. Huck provided an overview of key operating indicators for Average Length of Stay (ALOS) with Case Mix Index (CMI), Geometric Length of Stay for the daily census, discharges,

emergency department and clinic visits. He also reviewed the significant improvements in payer mix and benchmark statistics.

VI. Proposed Actions – Regular Items

Ms. Maples presented the below action items and the corresponding resolutions being presented for approval. She presented Resolution 2020-1119-116 for the Georgia King Village supportive housing project which received preliminary approval by the Board at its January 20, 2020 regular meeting. Dr. Pernell provided an overview of the project in collaboration with the New Jersey Housing and Mortgage Financing Agency (NJHMFA) and L+M Construction. In response to a question from Dr. Rubino, Dr. Pernell acknowledged that the space for the healthcare center would not operate as an urgent care facility. Rather, both walk-ins and appointments would be seen for primary care and family medicine needs; she stated that schedules for specialty and sub-specialty rotations could be designated. Dr. Rubino further inquired how the services within the healthcare space could serve to reduce the occurrence of frequent Emergency Room (ER) visits for semi-urgent needs. Dr. Pernell stated that in many cases, the frequent ER users experience social needs that drive the visits. She noted that the rationale of the supportive housing model is to meet those social needs and thus mitigate or eliminate the unnecessary ER visits. Ms. Lord added that the model also has an intensive case management component which would help determine the reasons for frequent ER visits and address clinical and non-clinical issues on the front end.

Dr. Rubino further inquired whether this project could tap into unused fair share housing funds from surrounding communities unable to utilize their funding due to a lack of space to build; patients in those populations would access healthcare at this facility. Ms. Maples stated that consideration was asked, however, it was determined not plausible for this project. In addition, Mr. John Murray of the NJHMFA added that that component had been previously discontinued, and that new legislation would need to be introduced to reinstate it.

Mr. Huck provided an overview of the project's funding sources and the hospital's financial contribution. Dr. Pernell provided an overview of next steps.

Ms. Maples next presented Resolution 2020-1119-117, a procurement request to extend and increase authorization for the purchase of certain Covid-19 goods and services from vendors not currently contracted. The increase is being requested in advance of a potential resurgence of the virus and would be eligible for reimbursement from CARES Act funding.

Mr. Tomas Gregorio presented Resolution 2020-1119-118 requesting an extension of the contract with Ellucian Company which manages the hospital's enterprise resources and provides infrastructure support.

Dr. Carl Kirton further presented the request for a sole source replacement contract with Intuitive Surgical, Inc. for the DaVinci Xi Robot and a one-year lease for the DaVinci SP Robot. Ms. Maples called upon Dr. Jenna Marcus to provide a presentation highlighting the benefits of

robotic surgery with respect to patient outcomes and decreased length of stay. A brief discussion ensued regarding the efficiencies of robotics as the standard of care and what may be the projected increase in volume of robotic technology in the coming years. Dr. Molowa noted the current volume of 200 cases per year and inquired what kind of volume is anticipated in the next three years. Dr. Marcus stated that as the department is looking to attract and retain surgeons trained on the new robotic technology, an increase to about 300-400 cases within the next 3-5 years is anticipated. With respect to attracting those physicians, Dr. Rubino asked if the hospital would consider credentialing privileges solely for robotic surgeries. Dr. Marcus stated that for robotic surgery, current standard credentialing and maintenance of privileges would need to be met and includes basic training through the company, bedside training modules and an observed proficiency of the system. She stated that the physician would also have to maintain a minimum number of cumulative cases per year across all facilities at which the physician has privileges. Ms. Maples added that the medical staff is not closed to applications for privileges from community physicians and that the medical staff and the Board would review those applications.

Chairwoman Freeman accepted a motion, duly seconded, to approve the action items. The motion was approved unanimously by the members.

Lastly, Ms. Maples presented Resolution 2020-1119-119 for the approval of Medical Executive Committee recommendations from the October 27, 2020 meeting. The recommended privileges, reappointments and expansion of privileges were subsequently reviewed by the Safety and Quality Committee at its November 11, 2020 meeting. Ms. Maples noted the recusal of Director O'Dowd from the vote for this resolution.

Chairwoman Freeman accepted a motion, duly seconded, to approve the recommendations. The motion was approved by unanimous vote of the eligible members, with the recusal as noted.

VII. Informational/Reference Materials

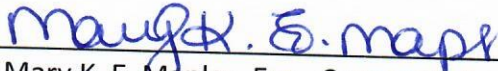
Chairwoman Freeman noted that the minutes of the Finance and Audit, Safety and Quality, and Executive Committees were included for informational purposes.

VIII. Adjournment

There being no further business, the public meeting of the Board of Directors of University Hospital adjourned at 11:35 AM. The next Meeting of the Board of Directors is scheduled for Thursday, January 28, 2021 at 10:00 AM via Webex.

CERTIFICATION

I, MARY K. E. MAPLES, Esq., Chief Legal Officer and Corporate Secretary of University Hospital, DO HEREBY CERTIFY that the foregoing is a true and complete copy of the Minutes of the Public Session of the University Hospital Board of Directors meeting conducted on November 19, 2020.



Mary K. E. Maples, Esq., Corporate Secretary