



**UNIVERSITY HOSPITAL**  
Newark, New Jersey

**The Board of Directors of University Hospital**

Public Meeting  
November 26, 2019  
10:00 a.m.

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

**Present:** Tanya L. Freeman, Esq., Chair; James M. Orsini, MD, Vice Chair; Cecile A. Feldman, DMD, MBA; Keith H. Green (via teleconference); Robert L. Johnson, MD, FAAP; David T. Molowa, PhD; Mary O'Dowd, MPH (via teleconference); Robert J. Rubino, MD (via teleconference); 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. Shereef Elnahal provided brief highlights from his report with a great emphasis on launching and maintaining meaningful quality and safety improvement efforts. He stated that while the necessary first step of building trust is ongoing, a sea change in the operational approach to quality and safety has begun with the full support of the Board. Dr. Elnahal also said that this system of care would engage frontline employees through regular quality and safety huddles, and creating a plan of care with special focus on the highest risk patients. He noted that the resulting outcomes of this initiative and its implementation of best practices would have impactful accountability at every level of the organization up through Executive leadership and the Board.

Dr. Elnahal stated that as a center of excellence in multiple areas, the hospital's current safety and quality grades do not reflect the level and complexity of care being provided. He underscored that the importance of this initiative could have far-reaching positive effect with respect to cultivating a culture of stewardship and responsibility within the environment of care. In addition, the focused efforts on quality and safety could also ensure success on the upcoming site visit by The Joint Commission. Dr. Elnahal thanked the Board for their support and

engagement in this quality mission and stated that he would report to them regularly regarding its progress.

### **III. Public Comment**

Chairwoman Freeman opened the meeting to public comment. Ms. Ingrid Hill commented on concerns regarding safety within the parking decks especially for those leaving campus at night. In addition, Ms. Hill inquired about the future of the Pediatric unit. She noted that with the substantial youth population in the community, the hospital's Pediatric unit should be able to accommodate Newark and the broader Essex County communities. Dr. Elnahal addressed Ms. Hill's inquiries and stated that patrolling in the garages has increased and the possibility of installing cameras is being discussed. Regarding Pediatrics, Dr. Elnahal stated that the hospital is committed to investing in and maintaining this vital service.

Ms. Kathleen Hernandez, Vice President of CWA (Communication Workers of America) Local 1031 stated that the Union has had staffing issues in the Environmental and Support Services department which indirectly affects the Leapfrog scores and the environment of care overall. She underscored that the hospital should be able to attract and retain staff by providing a competitive salary and ensuring the support of leadership.

### **IV. Committee Reports**

#### **A. Report of the Finance, Investment, Administration, and Audit Committee ("FIAA")**

*Chairperson David T. Molowa, PhD*

Dr. Molowa called upon Mr. Gary Huck, Interim Chief Financial Officer to present the October, 2019 financial statements. Mr. Huck provided a brief summary of the balance sheet. Mr. Huck noted that a Delivery System Reform Incentive Program (DSRIP) payment was received, though the amount was less than anticipated. Mr. Huck reported that a portion of those DSRIP funds is slated for payables due to Rutgers.

Mr. Huck further reported that revenue and expenses during October were better than average for inpatient volume, however, had decreased somewhat on outpatient, clinic visits and same day surgery. Overall, the net patient service revenue increased despite an adjustment to patient subsidies resulting from the low DSRIP payment. Regarding expenses, Mr. Huck reported an increase in contracted physicians because additional funds were used to cover anesthesia issues, supplies, and other for non-budgeted items. Lastly, Mr. Huck briefly referenced the length of stay and case mix index for the month.

The FIAA Committee minutes, financial statements and resolution were submitted for approval as part of the consent agenda.

#### **B. Report of the Quality of Care Committee ("QOC")**

*Chairperson Cecile A. Feldman, DMD, MBA*

Dr. Cecile Feldman reported that the Quality of Care Committee held two meetings discussing quality metrics and preparing for the Joint Commission Survey.

The minutes of the QOC Committee were submitted for approval as part of the consent agenda.

**V. Proposed Actions – Consent Agenda Items**

Ms. Mary Maples presented the consent agenda proposed actions, which included the following items:

- A. Approval and ratification of the following Board and Committee meeting minutes:
  - Board of Directors minutes of September 26, 2019
  - FIAA Committee minutes of September 17 and October 22, 2019
  - QOC Committee minutes of September 17 and October 22, 2019
- B. Acceptance of the University Hospital Financial Statements for September and October, 2019
- C. Acceptance of the Broadway House Financial Statements for Period Ending September 30, 2019
- D. Acceptance of the University Hospital Secondary Market Disclosure Statement for October, 2019
- E. Adoption of the Resolution 2019-1126-86 approving procurement of certain implantable medical devices and professional healthcare services

Chairwoman Freeman requested a motion for approval of all of the consent agenda items. Upon motion, duly seconded, the consent agenda was approved by unanimous vote of the Directors.

**VI. New Business**

There was no new business for discussion.

**VII. Executive Session**

Chairwoman Freeman presented Resolution 2019-1126-87 to convene an Executive Session. Chairwoman Freeman accepted a motion, duly seconded, to convene an Executive Session to discuss contract negotiations, personnel and attorney-client privileged matters; the motion was approved by unanimous vote of the Directors.



## **VIII. Actions Coming out of Executive Session**

### **A. Adoption of Resolution 2019-1126-88**

Ms. Maples presented Resolution 2019-1126-88 for the Medical Aid In Dying (M.A.I.D.) for the Terminally Ill Act. Upon motion, duly seconded, the action was approved by majority vote as follows:

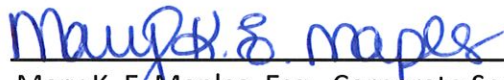
Tanya L. Freeman, Esq.	Yes
James M. Orsini, MD	Yes
Cecile A. Feldman, DMD	Yes
Keith H. Green	Yes
Robert L. Johnson, MD	Yes
David L. Molowa, PhD	Yes
Mary O'Dowd, MPH	Yes
Robert J. Rubino, MD	No
Brian L. Strom, MD	Yes

## **IX. Adjournment**

There being no further business, the public meeting of the Board of Directors of University Hospital adjourned at 11:25 a.m. The next Meeting of the Board of Directors is scheduled for Thursday, January 30, 2020 at 10:00 a.m., in the Rutgers Cancer Institute of New Jersey at University Hospital located at 205 South Orange Avenue, Room B-1120, Newark, New Jersey.

## **CERTIFICATION**

I, MARY K. E. MAPLES, 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 University Hospital Board of Directors meeting held on November 26, 2019.

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