
Sanford Cloud, Chairman, called the meeting to order at 9:15am.

1 PUBLIC COMMENT

No public comment.

2 CHAIR'S REMARKS

2.1 Welcome

Chairman Cloud thanked everyone for being present at our regularly scheduled quarterly meeting, which is recorded. He asked for a moment for everyone to pause together in remembrance and respect for lives lost, and what we lost on September 11, 2001, 22 years ago today.

Chairman Cloud thanked outgoing Board member Claudio Gualtieri for his service to the Board of Directors and welcomed new Board member Charlene Casamento as the OPM designee for the Secretary of the OPM, Jeffrey Beckham.

Chairman Cloud updated the Board on the UConn Health CEO Search. A search committee has been formed and an executive search firm, Diversified Search Group, has been chosen.

2.2 Approval of Meeting Minutes: June 12, 2023 **[vote]**

2.3 Approval of Meeting Minutes: Special Meeting June 27, 2023 **[vote]**

In one vote, the Board of Directors unanimously approved the minutes of the UConn Health Board of Directors regular meeting on June 12, and the Special Meeting held on June 27, 2023.

3 CONSENT ITEMS [vote]

Items 3.1, 3.2 and 3.3 were reviewed in the Finance Subcommittee held earlier today.

3.1 Contracts > \$1,000,000 [F]

- 3.1.1 Bernstein-Magoon-Gay LLC
- 3.1.2 Hartford HealthCare Medical Group
- 3.1.3 Sellers, Dorsey & Associates, LLC
- 3.1.4 Varian Medical Systems
- 3.1.5 St. Francis Hospital and Medical Center
- 3.1.6 Hologic Sales and Service LLC
- 3.1.7 Werfen USA LLC
- 3.1.8 LAZ Parking Ltd LLC
- 3.1.9 Maxim Healthcare Staffing Services Inc
- 3.1.10 Olympus America Inc
- 3.1.11 QuVa Pharma Inc
- 3.1.12 TRIOSE Inc

- 3.1.13 Virtual Radiologic Corporation
- 3.1.14 Alphatec Spine
- 3.1.15 Agiliti Health

3.2 Leases [F]

- 3.2.1 Connecticut Children's Medical Center

3.3 Project Budgets [F]

- 3.3.1 UConn Health University Tower (UT) 7th Floor Pharmacy Fit Out (*Planning Budget*)
- 3.3.2 Outpatient Pavilion 3rd Floor Backfill (*Design Budget*)
- 3.3.3 Outpatient Pavilion X-Ray & Blood Draw Relocation (*Design Budget*)
- 3.3.4 Musculoskeletal Institute Rehabilitation Expansion (*Design Budget*)
- 3.3.5 Cryo Electron Microscope Installation (*Design Budget*)
- 3.3.6 Fluoroscopy Equipment Replacement & Renovation (*Final Budget*)
- 3.3.7 Musculoskeletal Institute Chiller Replacement (*Final Budget*)
- 3.3.8 Central Sterile Washer & Sterilizer Replacement (*Final Budget*)
- 3.3.9 New England Sickle Cell Institute Renovation (*Final Budget*)
- 3.3.10 Cadaver Lab Renovation & AHU Replacement (*Final Budget*)
- 3.3.11 CGSB Data Center Cooling Upgrades (*Final Budget*)
- 3.3.12 16 Munson Rd Emergency Lighting & Egress Upgrades (*Final Budget*)
- 3.3.13 TB-121 Blood Bank Relocation (*Revised Final Budget*)
- 3.3.14 16 Munson Road Parking Lot Repaving (*Revised Final Budget*)
- 3.3.15 836 Hopmeadow St, Simsbury Clinical Practice Relocation (*Revised Final Budget*)
- 3.3.16 5 Munson Road Clinical Fit-Out (*Revised Final Budget*)

The Board of Directors unanimously approved Agenda items 3.1, 3.2, and 3.3. as described in the Board materials beginning on page 12. Chairman Cloud abstained from voting on Contract 3.1.8.

3.4 Other Approvals

- 3.4.1 School of Medicine - Tuition Increase [A]

Dr. Liang presented a proposal to increase the School of Medicine tuition and fee rates for the next two academic years. Rates would be increased 2.5% annually for the in-state resident tuition rates, and 0.5% annually for the non-resident and regional tuition rates; the professional school fees would be increased by 4.5% for the 2024/25 academic year only. These changes would bring UConn Medical to a cost that is slightly over the AAMC median for in-state tuition, and 93% most expensive for out-of-state students, so we would like to keep the increases modest. This proposal has been approved by the Academic Affairs Subcommittee. Board members discussed concerns about student indebtedness, and it was noted that UConn Medical student indebtedness is below average nationally, but this is still a concern. There was also a discussion about the scholarships and low-interest loan programs offered to UConn Medical students, particularly those who commit to practicing primary care or with underserved communities in Connecticut.

The Board of Directors unanimously approved Agenda item 3.4.1, recommending that the School of Medicine tuition and fee increases be submitted to the University Board of Trustees for approval.

- 3.4.2 School of Dental Medicine – By-Laws Changes [A]

The Board of Directors unanimously approved Agenda item 3.4.2, a comprehensive revision to the School of Dental Medicine Bylaws reflecting a multi-year collaborative review process to address conflicts between the Bylaws and the organizational structure and operations of the School of Dental Medicine.

4 CEO/EVP REPORT

4.1 Chief Executive Officer's Report – B. Liang

Regarding clinical activities, Dr. Liang pointed out consistent growth in ED visits, average daily census, discharges, JDH and outpatient surgeries, endoscopies in GI center and other positive markers. Dr. Liang said growth in ED visits exceeds other hospitals around us, per CHIME data. Around ¼ of ED patients are admitted to John Dempsey Hospital. FY23 patient encounters are ahead of budget by 10.5% and ahead of FY22 by 12.2%. YTD net patient revenues are ahead of budget by 7.5% and ahead of FY22 by 12.4%. The largest growth areas for YTD charges are MOHS, Primary care and Radiology when compared to budget. We will have market share data available at the next BOD meeting.

4.2 Financial Update – J. Geoghegan

4.2.1 Results of Operations: Fiscal Year Ended: June 30, 2023

Mr. Geoghegan reviewed the key financial results through June 30, 2023. We ended at \$24.9M positive margin, which was \$24.3 million favorable to budget. The Schools of Medicine and Dental Medicine have combined results of operations favorable to budget by \$10.6 million and \$2.9 million respectively. Clinical operations ended the fiscal year favorable to budget by \$16.8 million. Institutional support was unfavorable to budget by \$5.3 million. \$22M of the positive margin from FY23 will go towards balancing the FY24 budget. The external firm, CLA, is doing an audit of the clinical enterprise. The state will then do a consolidated UCH audit which will be reported out to JACC at the December meeting.

4.2.2 Results of Operations: Fiscal Year 2024 as of July 31, 2023

Mr. Geoghegan moved to discuss the FY24 budget to date. Mr. Geoghegan said one month does not make a trend, but we believe we are on track and heading towards being on budget. State support should not have any variance unless there is a change in the block grant in FY24. Clinical side is \$1.4 million favorable for July, driven by volume. Institutional support is unfavorable related to purchased services extended into July, but we expect to get back on budget next quarter. Research is unfavorable due to new way of getting reimbursed for fringe – this should also level out in the next 3 to 6 months as researchers adjust their budgets and can use the fringe benefit to move to other expenses on their grants. Schools of Medicine and Dental Medicine are on budget for the month of July.

4.3 Healthcare Compliance and Privacy Education for Board of Directors – E. Box

Ms. Box, UConn Health's Chief Healthcare Compliance & Privacy Officer, presented an annual review of Healthcare Compliance and Privacy policies for the Board of Directors, explaining that the BOD owes certain fiduciary duties to the UConn Board of Trustees, including responsibility for proper governance and compliance with federal and state laws. Multiple laws, guidance related to Conflicts of Interest and review of the Health Insurance Portability and Accountability Act (HIPAA) were covered.

4.4 Population Health - Signify Accountable Care Organization (ACO) – K. Poitras-Rhea

Ms. Poitras-Rhea, UConn Health's AVP for Population Health, explained that VBC (Value Based Care) programs aim to reduce cost and improve quality of, and increase patient access to, care. Many payors are encouraging health systems to expand in this area as well. UConn Health's VBC portfolio includes Anthem Commercial, Anthem State of CT Employee Plan, Aetna MA and Medicare Shared Savings Program. Effective January 2024, UCH will enter an enhanced track Accountable Care Organization (ACO) with Signify Health. ACOs are groups of Medicare providers working together to coordinate care for the Medicare patients they serve. ACOs were created to facilitate cooperation among providers, improve the quality of care for Medicare beneficiaries, and reduce unnecessary costs. If the cost for UCH Medicare ACO patients is less than the predicted cost of care, UCH may receive a shared savings check from Medicare/CMS. We have partnered with Signify Health due to their proven track record – they bring scale, expertise, and assume the downside risk on UCH's behalf.

5 MAIN BUSINESS

5.1 President Update – R. Maric

The President welcomed Charlene Casamento to the Board of Directors and thanked Governor Lamont, Charlene Casamento and the General Assembly for their assistance in helping UCH reduce legacy costs which will result in making UConn more attractive for research grants and attracting quality faculty. She also mentioned that we are working with the Office of Policy & Management on ideas for how UConn Health can reduce its reliance on state financial support. President Maric reported that UConn received its largest gift in the history of the University of Connecticut - a \$40M gift to expand the School of Nursing. She also mentioned that the Wall Street Journal recently ranked the University of Connecticut 46th in the nation of all colleges, public and private.

5.2 Research Update – P. Alpay

Congratulations were extended to Pamir Alpay as the new Vice President of Research. Dr. Alpay reported that they are collaborating with the Schools of Medicine and Dental Medicine to target new awards in health and life sciences and are also working with other areas such as the Center on Aging. Dr. Alpay told of several large awards in July 2023, including a \$13.4 million dollar award to promote CT's primary care workforce and the recruitment and retention of health professionals in federally designated Health Professional Shortage Areas in the State.

5.3 Dean, School of Medicine Update – B. Liang/A. Vella

Dr. Liang provided a report for the School of Medicine, highlighting some new faculty hires, and provided some data on the correlation of current lab space and research grants, making a case for increased lab space which would result in increased research awards. Director Boxer asked about our efforts and results related to culturally sensitive medicine through our students or other programs and asked for more information on that topic in the December Board meeting.

5.3.1 Pat and Jim Calhoun Associate Professor in Cardiology [vote]

The Board of Directors unanimously approved Agenda item 5.3.1, nominating Dr. Travis Hinson as the Pat and Jim Calhoun Associate Professor in Cardiology at the Calhoun Cardiology Center.

5.3.2 Endowed Chairs Report for the Fiscal Year Ending June 30, 2023 [vote]

The Board of Directors unanimously approved Agenda item 5.3.2, recommending approval by the Board of Trustees of the Annual Reports for the three Endowed Chairs established pursuant to Conn. Gen. Stat. § 10a-20a, namely, the Annual Reports for the Endowed Chairs in (1) Infectious Diseases; (2) Human Genetics; and (3) Transfusion Medicine.

5.3.3 Social Determinants of Health – C. Steele and H. Siccardi

Drs. Steele and Siccardi gave a very compelling presentation on Social Determinants of Health and a program they created called UConn Health Leaders (UCHL) that engages medical students to improve patient outcomes. A number of Board members expressed support for the program, including Board Member Joel Freedman, who called the program a trifecta – providing training to medical students, outreach to underserved communities, and stretches the UConn brand.

5.4 Dean, School of Dental Medicine Update – S. Lepowsky

Dean Lepowsky provided a report on the School of Dental Medicine. The Dental School is in its final stages of preparation for its accreditation site visit in October, which will cover all SODM programs with the exception of the maxillofacial surgery program – as that was just recently fully accredited. Dr. Lepowsky also reported out on a new 5-year, \$2.7 million award from the National Institute of Dental and Craniofacial Research Division of NIH.

6 FINANCIAL AFFAIRS COMMITTEE REPORT – Tim Holt

Director Holt reported that the Finance Subcommittee met before this meeting to approve the minutes of the June 12, 2023 meeting, and to review and recommend approval 15 contracts, 1 lease and 16 project budgets. In that meeting, Jeff Geoghegan also provided a detailed report on FY23 and the month of July 2023. Information on contracts from \$500,000-\$999,999 and the personnel report can be found beginning on page 288 of the Board book.

7 ACADEMIC AFFAIRS COMMITTEE REPORT – Fran Archambault

Director Archambault reported that the Academic Affairs Subcommittee met on August 7, 2023. The committee approved recommendations from both schools for promotion, emeritus and tenure decisions as well as School of Medicine tuition and fee increases and School of Dental Medicine by laws changes.

8 BUILDINGS AND GROUNDS COMMITTEE REPORT - Rick Carbray

Director Carbray reported that the Buildings and Grounds Subcommittee met on August 17, 2023. George Karsanow presented a capital projects update. For FY24, there is approximately \$12.4 budgeted to fund clinical equipment, IT, and capital project needs. In addition, projects are being prioritized to utilize the \$40M in bond funds received in FY23 and \$43M received in the recent state budget for deferred maintenance projects. The Committee appreciates the continued support of the administration and legislature for procuring these significant funds for UConn Health.

9 CLINICAL AFFAIRS COMMITTEE REPORT

The Clinical Affairs Committee did not have its regularly scheduled August 2023 meeting. It did hold regularly scheduled credentialing meetings in June, July and August; those reports can be found starting on page 305 of the Board book.

10 JOINT AUDIT & COMPLIANCE COMMITTEE REPORT – Mark Boxer

Director Boxer reported that the Joint Audit & Compliance Committee met on June 15, 2023 and reviewed and accepted two UConn Health internal audit reports. The State Auditors presented on the Single Audit for Fiscal Year Ended 2022 for UConn and UConn Health – there were no audit findings reported for UConn Health. Kim Fearney presented the Compliance Education and Awareness Annual Report and 2023 Reports and Investigations Data Summary.

11 INFORMATIONAL REPORTS

- 11.1 Recruitment and Retention MOU/MOAs
- 11.2 UConn Medical Group Operational Report

Informational items may be found beginning on page 307 of the package.

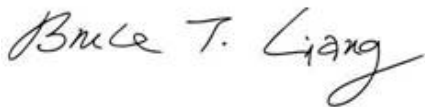
12 EXECUTIVE SESSION

There was no executive session.

With no further business, the meeting was adjourned at 11:25 am.

Respectfully submitted,

Bruce T. Liang, M.D.
Interim Executive Vice President for Health Affairs
Dean, UConn School of Medicine



NEXT REGULARLY SCHEDULED MEETING December 4, 2023

Voting Members Present: K. Alleyne, F. Archambault, P. Baker, R. Barry, A. Bessette, M. Boxer, R. Carbray, C. Casamento, S. Cloud, B. Cole-Johnson, J. Freedman, T. Holt, R. Maric, T. Ressel, D. Toscano