

**MINUTES OF A MEETING OF
THE VIRGINIA COMMONWEALTH UNIVERSITY
HEALTH SYSTEM AUTHORITY BOARD OF DIRECTORS
BOARD OF DIRECTORS
STRATEGIC PLANNING RETREAT
OCTOBER 28, 2021**

Board Members

Dr. Michael Rao, Chair
The Honorable Lamont Bagby
Dr. Hem Bhardwaj
Mr. Joel Bieber
Mr. Clyde Clark
Dr. Alice Coombs
Ms. Pamela El
Dr. Lisa Ellis
Ms. May Fox
Mr. Donald Gehring

The Honorable Lisa Hicks-Thomas
Dr. Gopinath Jadhav
Dr. Arthur Kellermann
Ms. Fay Manolios
Dr. Bruce Mathern
The Honorable Ryan McDougale
Mr. Stuart Siegel
Dr. Shantaram Talegaonkar
Dr. Michelle Whitehurst-Cook

Staff

Mr. Jay Bonfili
Dr. Peter Buckley
Mr. Scott Burnette
Dr. Ron Clark
Ms. Shannon Cribbs
Ms. Tracy Fry-Longoria
Ms. Sheryl Garland
Ms. Karah Gunther
Ms. Karen Helderman
Ms. Paula Henderson
Mr. Grant Heston
Ms. Nina Hobcroft
Mr. Marcos Irigaray
Ms. Pam Lepley

Ms. Liz Martin
Mr. Elias Neujahr
Mr. Ryan Raisig
Ms. Anne Scher, Esq.
Mr. James Siegel
Ms. Susan Steagall
Ms. Mary Tacconi
Dr. Robert Winn
Dr. Thomas Yackel

Other guests

Mr. Zeb Elliott
Dr. Brent James
Dr. Silvia Munoz-Price

I. Call to order

Dr. Rao called the meeting to order at 9:09 a.m. He began by welcoming the new Board members, including Mr. Joel Bieber, Dr. Hem Bhardwaj, and Ms. Fay Manolios. Then he told the Board that the retreat is a time to envision and articulate what it means to be a large institution that impacts many lives, especially the most vulnerable. Dr. Rao also welcomed Dr. Brent James, who

would be presenting later in the meeting. He continued by thanking the Board for their support, especially during the pandemic, and the many changes and challenges that also occurred during this time, including preparation for the launch of Epic, as well as continuing to build two new buildings, the Adult Outpatient Pavilion and Children’s Hospital “Wonder Tower”. Dr. Rao also spoke about the Board’s support of the change to create a more accountable culture which will lead to better patient and student experiences, and their commitment to financial sustainability. He noted that the Board’s work and support has also led to significant improvement and progress in the patient experience and being recognized as the best hospital in the region. Dr. Rao expressed pride in the record-breaking research volume and graduation rates that are closing the achievement gap. He pointed out that in the last twelve years, VCU and VCUHS have added 11.4 million square feet of infrastructure to Richmond. Together, VCU and VCUHS are demonstrating what the very best of being a public good means, meeting people where they are and where they are changing. He continued that being nimble and alignment is key to ensuring VCU is an even stronger force for good for all humanity. Finally, Dr. Rao called attention to the location of this meeting in the College of Health Professions, part of the infrastructure added to VCU in recent years. He then introduced Dr. Susan Parish, Dean of the College of Health Professions.

Dr. Parish welcomed everyone and gave a brief overview of the College. She explained in 2019, nine departments moved to this single building to begin teaching in a more interdisciplinary fashion. She emphasized that interprofessional education is key to addressing the needs of patients and how educating students is focused on how they will operate when in they enter the

workforce. Dr. Parish highlighted five out of the nine departments are ranked in the top 20 of US News and World Report's rankings, including nurse anesthesia, rehab counseling and health administration. She spoke about a recent visit from the Governor and invited the Board members to tour the building as well later in the day. Dr. Parish stated she was most proud of the school's response during the pandemic. Classes quickly shifted to an on-line format where possible, but many of the disciplines needed in-person instruction. She explained that with help, the students were able to get back into the building and all students graduated on time. Finally, Dr. Parish spoke about the partnership the College of Health Professions has with VCUHS. She also explained the growth needed in all disciplines, although she noted that clinical rotations are the biggest challenge. Finally, Dr. Parish highlighted the high board passage rates, employment rates, and technology utilized. She expressed appreciation for the generosity of VCUHS and the Commonwealth.

II. Closed Session

On motion made and seconded, and as authorized by Section 2.2-3700 of the Virginia Freedom of Information Act, and further as authorized by Sections 2.2-3711 (A) (1) and (23), the Board convened into closed session to discuss: (i) operational and marketing strategies where disclosure of such strategies would adversely affect the competitive position of the Authority, including Strategic Discussion of FY22 Opportunities and the Strategic Plan, Safety and Patient Experience, and (ii) Personnel Matters which include compensation for new position.

III. Resolution of Certification

Following closed session, on a motion made and seconded, the following resolution was approved by roll call vote:

The Board of Directors of the Virginia Commonwealth University Health System Authority hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed session meeting were heard, discussed or considered by the Board of Directors of the Virginia Commonwealth University Health System Authority.

III. <u>Roll Call Vote:</u>	<u>Ayes</u>	<u>Nays</u>
Dr. Michael Rao, Chair	X	
The Honorable Lamont Bagby	X	
Dr. Hem Bhardwaj	X	
Mr. Joel Bieber	X	
Mr. Clyde Clark	X	
Dr. Alice Coombs	X	
Ms. Pamela El	Absent	
Dr. Lisa Ellis	X	
Ms. May Fox	X	
Mr. Donald Gehring	X	
The Honorable Lisa Hicks-Thomas	X	
Dr. Gopinath Jadhav	X	
Dr. Arthur Kellermann	X	
Ms. Fay Manolios	X	
Dr. Bruce Mathern	X	
Mr. Timothy McDermott	Absent	
The Honorable Ryan McDougle	X	
Mr. Keith Parker	Absent	
Mr. Stuart Siegel	X	
Dr. Shantaram Talegaonkar	Absent	
Dr. Michelle Whitehurst-Cook	X	

Vote:

Ayes	17
Nays	0

ABSENT DURING MEETING: 2
 ABSENT DURING VOTING: 4

IV. Motion to Accept

On a motion made and seconded the Board approved, as presented
Personnel Matters which includes compensation for a new position.

There being no further business, the meeting was adjourned at 4:41 p.m.