

Minutes
SUNY Downstate Medical Center
Council Meeting
President's Board Room
May 13, 2015

Council Members Present

Dr. Monica Sweeney, Chair
Dr. Philip Abramowitz
Michael Connors, Esq.
Johnson Ho
Dr. Garry Sklar
Dr. Constance Shames

Council Members Absent

Mark Denesha
Elgin Watkins
Dr. Mirian Zavala

Downstate Administration in Attendance

Dr. John F. Williams
Astra Bain-Dowell
Melanie Gehen
Dorothy Fyfe
Anthony Jones
Patricia Winston
Michael French
Dr. Jeffrey Putman
Dr. Pamela Sass
Ellen Watson
Michael Harrell

Minutes from the January 21, 2015 meeting were accepted and approved.

President's Report:

President John F. Williams brought the Council up-to-date on several important personnel searches. The search for a new College of Medicine dean has been successfully concluded. Dr. Carlos N. Pato, chair of the Department of Psychiatry and Behavioral Sciences at USC's Keck School of Medicine, has been recruited and will be starting in July. The search for a new dean for the College of Health Related Professions is nearing its final stages. An active search for a new vice president for hospital affairs has been launched and should be concluded within the next several months. In the interim, University Hospital of Brooklyn is being led by Anthony Jones, a respected expert in healthcare and hospital transformation. A search for a new vice president has

been launched as part of the restructuring of Downstate's research infrastructure, with the goal of increasing research productivity on campus.

Dr. Williams also briefed Council on the campus competition for funding for research projects in health disparities. Over 40 applicants competed, with 14 projects winning awards. The projects are cross disciplinary and incorporate basic, clinical, and cultural research.

Dr. Williams noted that because Downstate has partnered with the Health and Hospitals Corporation on DSRIP (New York State's Delivery System Reform Incentive Program), Downstate and Kings County Hospital Center now have a reinvigorated relationship and are examining how the two institutions can enhance their partnership.

Academic Report

Dean Pamela Sass reported on the recent limited LCME site visit, which reviewed implementation of the College of Medicine's Integrated Pathways Curriculum. [Subsequent to the meeting, Downstate received notice that it had been awarded full, continued accreditation until 2021.] The first classes have now progressed through the preclinical aspect of the new curriculum, which Dean Sass characterized as universally popular with students and faculty. She anticipates positive scores on the upcoming USMLE Step 1 board exams.

Dean Sass also brought Council up-to-date on the accreditation status of Graduate Medical Education programs, several of which had been experiencing difficulty. Those programs have progressed, thanks to the leadership of Dr. Steven Wadowski, who is the DIO (designated institutional official) for GME programs. Dr. Williams added that the College of Nursing had also recently undergone a very successful site visit from its accrediting body, the Commission on Collegiate Nursing Education. CON was fully reaccredited without a single citation or recommendation for approval.

Presentation: SUNY Sexual Harassment Policy

Dr. Jeffrey Putman, vice president and dean for student affairs, presented SUNY's new policies addressing sexual violence on SUNY campuses, and explained that Governor Cuomo is pushing to extend these policies to all institutions of higher learning in New York State. The policies that apply to campus disciplinary procedures have to be approved by SUNY Council, since the Student Conduct Code falls under the purview of the Council.

Dr. Putman reviewed the elements of the policy. "Affirmative Consent is a change from "No means No" for sexual violence to "Yes means Yes," specifying that the involved individuals need to affirmatively consent prior to engaging in sexual activity. Being drunk or otherwise under the influence means that affirmative consent cannot be given. Individuals under the influence of a controlled substance who report a sexual assault will not be prosecuted for having been drunk or under the influence. An exception to the "nonprosecute" clause has been written into the policies for the SUNY health science centers: students on clinical duty who are under the influence and experience sexual assault are not immune to consequences.

Elements specific to Downstate's disciplinary policy are the ability to issue a no-contact order between two students, similar to an order of protection; and the right to interim-suspend

perpetrators of sexual assault. Downstate is also adding a guest policy to its Code of Conduct, which specifies that students are responsible for ensuring that their guests follow college policies, and are responsible for any violations of the code that occur within a space that is assigned to them, such as a residence hall room or a laboratory space.

Dr. Putman noted that the policies have been reviewed by Downstate's Counsel Office, that they will be reviewed as part of student and employee orientation, and that students and employees will receive training on them.

[The policies were distributed to members after the meeting for closer review, and an online vote was conducted.]

Hospital Report

The new hospital leadership – Interim CEO Anthony Jones, Vice President and Chief Operating Officer Patricia Winston, and Chief Restructuring Officer Michael French -- were introduced. Mr. French updated Council on the restructuring efforts. The initial restructuring plan was implemented in December 2012 and was in effect until November 2014. Restructuring Action Plan Version Two (RAP2) will run from December 2014 through November 2015. The charge of the first restructuring plan was to get the hospital to a break-even financial position, with appropriate state support. Focused on revenue aspects (direct expenses, coupled with revenue drivers such as physician compensation, productivity, and service lines), the goal was to improve the overall financial position of the hospital by \$134 million. It outlined 160 action steps focused on process improvement and staff development, and yielded an improvement of \$154 million, or \$20 million above goal. More than 50 directors and managers participated in formal, structured educational sessions on expense management, variance management, and renewal cycles. Training also included intensive one-on-one coaching as appropriate and workshops with over 80 directors on communication and patient satisfaction issues.

Concurrent with the two-year Restructuring Action Plan, a five-year Sustainability Plan was developed. Similarly, a 2017 Sustainability Plan was developed for RAP2, with an additional midway \$30 million improvement goal set for November 30, 2015. Downstate is on target to meet or exceed that goal as well. RAP2 outlined 100 action steps, including scorecards for physician productivity benchmarked against peer academic medical center best practices.

Mr. Jones reviewed strategic directions for the hospital. He explained that it is important that Downstate function as a single integrated clinical enterprise in which the hospital partners with Downstate's educational and research components. It is also important the institution be market-focused, and position itself as the partner of choice for other healthcare organizations, the practice site of choice for physicians, and the employer of choice for hospital staff. Steps to achieve this vision include developing and enhancing clinical centers of excellence across multiple service lines; improving teamwork, communication, and performance results; and assessing and developing priorities in IT projects and facilities/space planning as we move forward. The most important focus is on people and developing the drive to make an organization great.

“We want to continue to see organizational alignment,” explained Mr. Jones. “We want to continue to develop a results-oriented culture of accountability. Process is important, but in the end, results are what really count. So we, as a team, have to make sure that we actually implement, execute, and achieve whatever we have set out to accomplish. As the old saying goes – success yield success.”

There being no further business, the meeting was adjourned.