I. Approval of Minutes (December 1, 2011) 

II. Health Sciences Division - Dr. Phyllis Horns 
   A. Vidant Medical Center Update – Mr. Steve Lawler 
   B. Health Sciences Division Overview - Dr. Phyllis Horns 
   C. Research Update – Dr. Phyllis Horns 
   D. Brody School of Medicine Update – Dr. Cunningham, Dr. Benson, & Mr. Jowers 
      1. Report on the LCME Visit – Dr. Paul Cunningham 
      2. BSOM Leadership Changes – Dr. Paul Cunningham 
      3. The Big Event – Dr. Paul Cunningham 
      4. Progress on the UPL – Mr. Brian Jowers 
      5. ECU Physicians Financial Performance Update – Mr. Brian Jowers 

III. Health Sciences Informational Updates 
   A. College of Nursing 
   B. College of Allied Health Sciences 
   C. Brody School of Medicine 
   D. School of Dental Medicine 
   E. Laupus Library 
   F. ECHI
Mr. Jones called the meeting to order at 1:30 p.m. Mr. Jones read the conflict of interest statement required by the State Government Ethics Act. No conflicts were identified. The minutes of the September 22, 2011 meeting were approved.

**PCMH Update: Mr. Brian Floyd**

Mr. Floyd reported that PCMH closed out the year by reviewing their mission, to enhance the quality of life, and how it aligned with their accomplishments. Partnerships with the Medical School and the Health Sciences Division were an integral part of their accomplishments. Their retention rate improved this year with an 89% retention rate. They have over 6,000 employees. They closed out the fiscal year with a 3.9% margin. $1.3B in revenues with a $49M income for the hospital. They launched a Pediatric Emergency Department project to add 18 beds to the Emergency Department, which will be dedicated to the care of children. The Children’s Hospital construction is on schedule. They have filed a Certificate of Need to add 48 new beds to the hospital. He reported that the hospital has trained 1750 nursing students this past year from various places, mostly from ECU. UHS has hired Dr. Dave Herman as their President and
Chief Operating Officer. The hospital announced yesterday the name change of the hospital to Vidant Medical Center and the health system will be Vidant Health. The name change will be effective January 25, 2012.

ECHI 4th Floor Update: Dr. Darryl Neufer

Dr. Neufer reviewed the plans and goals for the expansion of the research space on 4th floor of the ECHI building. He reported that the 4th floor space will be a crucial part of the plan to give faculty an interdisciplinary environment with state-of-the-art facilities/equipment to expand biomedical research.

SODM update: Dr. Gregory Chadwick

Dr. Chadwick shared the mission and educational goals for the School of Dental Medicine. He reported that the SODM has 21 faculty/administration and 33 staff. Faculty and staff recruitment continues. They have 52 students, which are all residents of NC and represent 32 counties. The SODM is currently housed in 3 modular units on the Health Sciences Campus. The SODM is also utilizing temporary teaching facilities in Brody and have created a state-of-the-art simulation lab at the BSOM. He reported that Ross Hall is still under construction and the completion is planned for Spring 2012. The first Community Service Learning Center will open in April 2012 in Ahoskie and the second one will open in September 2012 in Elizabeth City. The Community Service Learning Centers are where students will advance their skills and knowledge under the supervision of dental faculty while living in rural areas across North Carolina. He shared that student instruction is all state-of-the-art with utilization of Apple technology (MacBook, iPad, iPhone, iBook platform) and Yammer. Students utilize these instruction models even during classroom instruction. He shared that the students are very engaged in community outreach. On their own they decided to go out after the hurricane to assist people in the community who needed help with cleaning up their yards, etc. The students also participate in NC Dental Society Mission of Mercy dental clinics across the state. They are not able to deliver care until next year but they go in as dental assistants. They help with setting up the clinics, registering patients, and at the end of the clinic they help with clean up and making sure the dental clinic vans are packed back up. Dr. Chadwick has received several communications about the positive work that the SODM students are doing.

BSOM Update: Dr. Paul Cunningham, Dr. Nicholas Benson, and Mr. Brian Jowers

Dr. Cunningham reported that the BSOM is up for their LCME accreditation visit in January 2012.

Dr. Benson circulated the November issue of “NC Business” which lists the best doctors in NC. This is where physicians, who were listed as best doctors in the past, are able to nominate their colleagues. It is a marker of quality of care or work that physicians do. ECU had 47 physicians listed this year where last year we had in the low 30s. Some of our physicians were left out of the listing and also some of the specialties, such as family medicine and pediatrics, were left out. There are about 15 or more of our ECU physicians that are not listed. A correction will be noted in the December issue.

Dr. Benson gave an update on the Meaningful Use (MU) of Electronic Medical Records (EMR). As part of the Healthcare Reform legislation, the Federal Government has
created an incentive program for physicians and hospitals to use electronic medical records (EMRs) and to show that they are using them meaningful. The BSOM is working to move this process forward and have developed a Meaningful Use Tactical Team to look at how to optimize the payments coming to ECU-P and the processes needed to put this program in place at ECU Physicians.

Mr. Jowers reported on the ICD-10 code set, which is the diagnosis classification system for clinical practices. The current system that we have been using for about 25 plus years is the ICD-9 code set. Around 140,000 ICD-10 codes will replace 24,000 ICD-9 codes. This will allow for increased coding specificity and increased documentation specificity. Also, 5010 transaction code sets standards will be replacing 4010 transaction code sets. All HIPAA covered entities must be compliant with the new 5010 electronic standards, replacing current 4010 transaction standards by March 31, 2012. The ICD-10 timeline is October 1, 2013. We have taskforce working on the implementation of these changes. For the 5010 implementation, as of November 2011, UHS IT has submitted 4 test files to ECU-P’s claims clearinghouse vendor (Realmed). The most recent test of 813 claims, submitted November 18, had 28 errors (3.4% error rate). We will continue to refine and re-test. The plan is to go-live with one large payer (Medicare, BCBS or Medicaid) by December 9, 2011 and bring all other payers on by January 1, 2012. The current status of the ICD-10 conversion is training has been planned for professional coders, physicians, nurses, etc. We are presently evaluating several training scenarios to be approved by the ECU Physicians Board. We are working with Human Resources to determine requirements and time frame for mandated ICD-10 certification. Decisions on the training methodology and certification timeline is February 1, 2012. ICD-10 will be consolidated with HealthSpan EMR roll-out and annual update training.

Mr. Jowers reported on ECU Physicians financial performance for October 2011 FYTD. Operating results are below budget due to reduced contract revenue. This is normal for the first 6 months of the new fiscal year. He announced that on November 30, ECU-Physicians received the supplemental Upper Payment Limit payment $12,735,950. ECU match was $4,421,922 so the overall supplemental payment for ECU-P was $8,314,028. ECU-P will receive $1M on quarterly basis.

Health Sciences Division Update: Dr. Phyllis Horns

Dr. Horns reported that the Affiliation Agreement between PCMH/BSOM is up for renewal. Over the course of the next year the agreement will be reviewed. Debra Davis will be helping us with this process. Due to limited time, Dr. Horns will send the rest of her report through a written communication. She noted that the College of Nursing and College of Allied Health Sciences informational reports are in the board packets.

With no further business, the meeting adjourned at 3:30 p.m.
By the Numbers

The fall semester came to a close with the awarding of 4 PhDs, 7 Post Master’s Certificates, 90 Master’s of Sciences in Nursing degrees, 30 RN to BSN degree completers and 109 new Bachelor’s prepared nurses. The CON continues to lead the state by graduating the largest number of new nurses each year. Enrollment for the spring is consistent with prior spring semesters with 1201 students (25 PHD, 27 Post Master’s, 519 MSN, 111 RN-BSN, and 519 BSN).

For the 2011 year, the results of ECU’s NCLEX-RN scores were at 96% for first time test takers with 246 graduates being successful on the first time. We have a 97% pass rate, which includes all who took the exam and were successful (n=255) during the year 2011 (includes those who repeat tested). The next largest preparer of nurses had 189 successful graduates. We not only have quantity, but quality.

Nursing Receives US News & World Report Ranking

The ECU College of Nursing was ranked 18 out of 79 master's or doctorate of nursing practice programs in the country by US News and World Report. The results appeared Jan. 10, 2012, on http://www.usnews.com. The College of Nursing has been consistently named since 2004 by U.S. News as one of the largest distance education programs in the country. But the new ranking assesses qualitative categories over size. "We are so pleased to receive this national recognition for our online graduate program," said Dr. Sylvia Brown, dean of the College of Nursing. "Our faculty and staff work diligently to maintain a quality program and to provide support equivalent to services on campus. Our program provides both hands-on clinical and virtual experiences that simulate the clinical environment using cutting edge technology."

New Students Welcome with Pinning and Dean’s Gift

The College of Nursing held the Lamp of Learning ceremony to welcome first semester nursing students to clinical practice on Jan. 12, 2012. Each student received a Nightingale lamp pin to commemorate the beginning of their nursing practice. Also at the event, Dean Sylvia Brown made her biannual gift in the name of each new student to the Student Emergency Needs Fund. The fund provides emergency funding to students who experience sudden financial hardship that would adversely impact completion of their education. Modeled after a similar program at UVA, The Dean’s Gift is an advancement project to instill philanthropy in students prior to graduation.
College Receives Mini-Grant for Diversity Discussions

The ECU Office of Equity and Diversity recently awarded the CON a mini-grant to encourage cultural competency through book discussions. The project supports a continued change in the CON culture towards a more inclusive nature that crosses all populations in the college: students, faculty and staff. Using a book discussion modality, participants will merge towards dialogue of different cultures, values, and experiences.

Faculty Member accepted in Health Information Technology Scholars Program

Family Nurse Practitioner faculty member Dr. Carol Ann King has been accepted to the Health Information Technology Scholars Program at the University of Kansas. King will investigate the benefits of virtual technology in DE classrooms through the refinement of a virtual clinic to integrate all realms of the nursing process including evaluation of assessment reports and studies and culminating in electronic medical record documentation with coding/billing experience. The virtual clinic aims to provide a realistic environment to work through clinical scenarios with evidence-based feedback in a more relaxed environment outside the traditional clinical site.
Following are highlights from the College of Allied Health Sciences (CAHS):

1. **Clinical Laboratory Science student chosen as one of five nationwide for scholarship:** Bryan Mayville, a junior in clinical laboratory science at East Carolina University, is one of five students selected from across the country to receive a $2,000 scholarship from the American Proficiency Institute. Mayville, of Goldsboro, said his degree will allow him “to be an integral part of the health care team by helping to detect, diagnose and treat patient illnesses. I see myself improving the overall quality of care for each patient whose lives are directly affected by the hands of the laboratory team.” “Laboratory testing is the cornerstone for most medical decisions,” said Daniel C. Edson, president of the American Proficiency Institute. “We believe it is important to support future professionals entering this critical field of medical laboratory science.” The American Proficiency Institute is one of the largest proficiency testing providers in the world serving more than 17,000 laboratories. API offers innovative solutions and technical excellence for the proficiency testing needs of hospital laboratories, physician offices, clinics, and point-of-care testing sites.

2. **PA student receives Armed Forces Scholarship:** Nicole Hawley, a first-year Physician Assistant student, received notification that she has been awarded an Air Force scholarship through the Armed Forces Health Professions Scholarship Program. Nicole was one of 10 first-year students who applied for two available AFHPSP scholarships. She will receive reimbursement for tuition, books, fees, housing, and a monthly living allowance. The Health Professions Scholarship Program (HPSP) is an Air Force initiative designed to provide financial assistance to students who are physically and academically qualified to become AF officers and are interested in attaining one of several types of health-related degrees. In exchange, these officers serve an active duty service obligation within the US Air Force Medical Service.

3. The 8th Annual Jean Mills Health Symposium will be held on February 3, 2012 at the Greenville Hilton. This year’s topic, “Enhancing Community Health in North Carolina: Looking in the Mirror,” will focus on the history and effectiveness of health disparities interventions and research in eastern North Carolina. Using presentations, posters and group planning sessions, the Symposium will bring attention to crucial health issues facing minority populations and seek solutions to these problems through ECU and community collaborations. A publication of findings and recommendations will be published and distributed.
HealthSpan: What's in a name?

Nearly everyone has heard that UHS and PCMH must change their names as of January 25, 2012. They will be henceforth known as Vidant Health and Vidant Medical Center, respectively. In connection with this, they are also working toward using this new brand of “Vidant” with a host of their programs. Therefore, Vidant will stop using the term “HealthSpan” around January 25. After that, their clinical I.T. system will be known as Vidant Electronic Health Record. So that immediately raises two questions for us at ECU Physicians.

First, does this change our decision to work with Vidant to have one medical record that seamlessly binds the outpatient and inpatient records? Absolutely not. This is only a change in the name they will use at all of their clinical sites. It does not change our commitment to working collaboratively with Vidant to provide you and our patients with the best possible electronic health record. The message will remain “one record, one patient.”

Second, it raises the question of what should ECU Physicians call its electronic health record. (Please note that in this context, the phrase “electronic health record” or EHR is meant to include the medical record, the billing system, the scheduling system, the registration system, and all future applications from Epic that we will get through Vidant to support our clinical enterprise.) Some of us think we should call our system within ECU Physicians by the name of ECU Physicians Electronic Health Record. Others have suggested we continue to call it HealthSpan. Or some other name? If you have any ideas, please feel free to let me know (bensonni@ecu.edu) or Mary Thompson (thompsonma@ecu.edu) or Frank Evans (evansed@ecu.edu). We hope to make a decision in the next month.

To finish up, I am happy to report that we are on schedule for the rollout of our electronic medical record to the remaining clinical sites in the summer of 2013. We are bringing in a consultant later this month who will be working with us for several weeks to start our prep work for the federal Meaningful Use incentive program. And Mary Thompson and Dr. Tommy Ellis continue to provide periodic Lunch and Learn sessions that provide very helpful updates on HealthSpan (as we now call it).

Dr. Nicholas Benson
Vice Dean, Brody School of Medicine
Medical Director, ECU Physicians
School of Dental Medicine
Report to the Board of Trustees
February 2012

❖ Student News
  o All 52 students in the first year class have returned for second term, which is well underway

  o Almost 400 applications submitted for Class of 2016 – Up from last year
    ▪ Currently interviewing applicants, and will continue interviewing into early February
    ▪ First round of offers went our in December 2011. Acceptances will continue to go out on a rolling basis

❖ Faculty & Staff Status
  o 58 faculty and staff currently employed

❖ Ross Hall
  o Construction is 71% complete and ON SCHEDULE
  o Estimated occupancy to be granted early July 2012

❖ Community Service Learning Centers
  o Ahoskie
    ▪ Currently under construction
    ▪ Estimate beneficial occupancy date to be granted late April 2012
    ▪ Currently advertising/recruiting for Faculty Dentist position

  o Elizabeth City
    ▪ Expect to close on property week of January 17th with construction to begin immediately thereafter
    ▪ Currently advertising/recruiting for Faculty Dentist position

❖ Community Service and Support – Faculty & Students
  o Students will begin volunteering at the Bernstein Clinic on Saturdays in late January
  o Project Homeless Dental Bus – January 14 & February 11
  o NCDS MOM Dental Clinics
    ▪ New Bern – January 20-21
    ▪ Greensboro – November 11-12
  o Give Kids a Smile Day Dental Clinic – Greenville – February 3
  o Students are coordinating an SoDM team for the Relay for Life
Secrets of Growth

Building a business with unwanted customers

By Shelley DuBais, writer-reporter January 20, 2012: 10:52 AM ET

A Newark, N.J. dental operation is turning a profit by focusing on the patients that most dentists shy away from: Medicaid recipients.

FORTUNE -- Diego Cobo was trying hard not to cry when he returned to his family in the waiting area at the dentist's office. The three-year-old just had just had a cavity filled, and it hurt. "Maybe you shouldn't eat so many candies," his mom said to him. Diego thought for a minute, then pointed to the teeth on the side of his mouth that wasn't numb with Novocaine, and said, "Maybe I can eat candies with these teeth?"

If Diego is like the majority of patients at Newark, N.J.-based Dental Kidz, he will be back soon enough with more cavities. Dental Kidz targets patients on Medicaid and other subsidized health care. The practice is jointly owned by husband-and-wife team Chris and Lezli Harvell -- he handles everything outside of the clinic, and she's a dentist.

Most dentists don't want to touch kids on Medicaid with a 10-foot pole, much less a dental scraper. But Chris Harvell believes that treating the underserved can make for good business. And in New Jersey, which has one of the worst records for pediatric dental care in the U.S., kids have so few options that a good provider, even to those with little income, can make a profit.

"I used to be deathly afraid of the dentist. I used to have tons of cavities," says Harvell, a former Booz Allen consultant turned business student turned entrepreneur.

Harvell tries to keep Dental Kidz's office inviting. It's brightly lit, with an open floor plan, Crayola-colored seats for small patients, high ceilings, and mock hardwood floors. Mariah Carey's power pop version of "All I want for Christmas" is playing. Kids in the back squirm into their examination chairs, some are crying.

Despite his early fear of dentists, Harvell married one, and recognized a serious shortage of quality care in the Newark area. In 2008, before launching Dental Kidz, he crunched numbers that he requested from the state dental board and department of human services and found that
there were about 210,000 children within a five-mile radius of the city, 40% of which receive Medicaid benefits, and only 15 pediatric dentists.

Medicaid’s ups and downs

Nationally, dentists shy away from treating Medicaid patients. Many complain that this patient population has a far higher no-show rate than patients with private insurance, according to a May 2011 report called “The State of Children’s Dental Health” from the Pew Center on the States. Those empty chairs eat at profits.

Medicaid compensation often falls woefully short of the cost of care: 33 states reimbursed under 60.5 cents for every dollar a dentist charged, according to the Pew study. The study also graded individual states’ progress providing adequate pediatric dental care. New Jersey was one of five states to receive an F.

There is money in treating these patients, Harvell says, but getting it is a hassle. Dentists must wade through red tape for Medicaid reimbursement, says Richard Green, the managing director of public affairs for the American Dental Association. Many dentists, including American Dental Association president William Calnon, will treat Medicaid patients pro bono to avoid the inconvenience. “It’s just not worth the headache,” Green says, and many dentists figure that “it’s better to get 100% of nothing, rather than working really hard to get 15 to 80% of something.”

But 75% of Dental Kidz clients receive some kind of state subsidized dental care. This is not charity work; it’s the foundation of the company’s business. “In terms of having a practice like that,” Green says, “the more you do, the easier it is.”

Volume is the answer. Harvell sees opportunity in the same facts that deter so many dentists. He sees a group of patients who need care but aren’t getting it. What’s more, these patients tend to have more and more expensive problems than what is typical. The average age of the kids is four,” Harvell says, “and the average number of cavities is eight. They only have 20 teeth!”

Dental Kidz patients have their first dentist visit much later than they should -- the American Dental Association recommends a child visit a dentist before the age of one. Because of this, along with poor education about proper nutrition and eating habits, patients often have advanced dental problems that require expensive procedures, which Medicaid does reimburse.

The key to profiling with patients who receive Medicaid or other subsidized care is getting enough of them in the door, then making sure those patients come back. Since Dental Kidz opened its doors in 2009, its patient population has grown from zero to roughly 6,600.

The limitations of the ‘volume business’

While volume might be the key to financial success, this model has sunk other dental practices. In 2010, company Forba Holdings LLC, which owned a nationwide dental practice called Small Smiles, agreed to pay $24 million over five years to settle charges that it had advocated unnecessary procedures. Families of patients filed lawsuits claiming that dentists in Small Smiles offices were pulling healthy teeth and performing unneeded root canals for the sake of Medicaid money.

Many Medicaid patients have received sub-par treatment at clinics, Harvell says. Diego Cobo’s grandmother, who was in the waiting room with Diego’s mother and two siblings, told a couple of horror stories about other family members who had traumatic dental experiences. “This place is better,” she says.

The office has a room to educate parents on oral care and nutrition. But does that kind of educational effort actually work? “After about the fourth or fifth visit, they get it,” Harvell says. This gives enough lead-time to pull a substantial profit, while the information absorbs and before the patients’ permanent teeth come in.

Harvell’s business model is not for the faint of heart. “The first year, I called it ‘Obama’s ground game,’” Harvell says. “I Googled every competing office in the region. I visited 60% of them.”
The pace is more manageable now, but business is booming. The clinic sees between 180 and 200 new patients per month. The company made $1.6 million in revenue for 2011, up from $500,000 at the end of 2009. Profit margins have also increased, up from 24% in 2009 to 47% this past year.

The most expensive part of the business is actually its staff, which accounts for 40% of Dental Kidz’s overall expenditure, Harvell says. To attract talent to work so hard in a demanding environment, Harvell has set up a student loan forgiveness plan for his staff, the only one in the state for a private practice, he says. The state will pay $120,000 towards staff members’ dental school loans over four years. Hiring can be a challenge, Harvell says. You can’t be a tough guy with a heart of gold. You have to be outgoing, to love kids – you have to be able to handle noise.
Are you a “Friend” of Laupus Library?

The annual Friends of Laupus Library membership campaign is underway. Membership in the Friends helps support the Medical History Interest Group and special events and activities that would not be possible through state funds. For further information about the Friends please see http://www.ecu.edu/cs-dhs/laupuslibrary/Friends/index.cfm

Enrollment forms to join the Friends can be found at http://www.ecu.edu/cs-dhs/laupuslibrary/Friends/upload/membership-enrollment-form-11-29-10.pdf

Art as Avocation

Within the Division of Health Sciences, there are many faculty, staff and students who create art as an avocation while pursuing demanding careers in the health sciences. The opportunity to view the results of such creativity can open new windows of understanding and appreciation for our colleagues and enrich and challenge our understanding of our own humanity.

On January 31, 2012, Laupus Library will launch a new series of exhibits in the Evelyn Fike Laupus Gallery entitled “Art as Avocation.” This series will highlight one or more artists’ works in a gallery exhibit available for viewing for six to eight weeks. Our Inaugural exhibit in this series will feature paintings by Lou Everett, Ed.D., RN, of the College of Nursing. Professor Everett’s exhibit, Humble Beginnings, will present an artistic history of the Division of Health Sciences and eastern North Carolina as interpreted by the artist through her watercolor paintings. The artist, has exhibited her works throughout the state of North Carolina and regionally and we are pleased that she has agreed to help us begin a new tradition of highlighting the talents of our health sciences pirates. More information about the exhibit can be found at http://www.ecu.edu/cs-dhs/laupuslibrary/events/artasavocation/index.cfm
With generous support from Golden LEAF and Health Resources and Services Administration, a state-of-the-art Exercise Research Center has opened on the 3rd floor of the East Carolina Heart Institute (ECHI) at ECU. In addition to a large modern “acoustically friendly” exercise room, the facility includes a private area for preparation and testing of patients, support staff reception area, director’s office, and locker rooms. The facility will support ongoing NIH funded research on obesity/diabetes/cardiovascular disease. This includes innovative new research on various types of exercise tests and prescriptions needed to improve pre-surgical screening and post-surgical outcomes in heart surgery patients. The construction bidding process has begun for the fourth floor “build-in” at ECHI at ECU. This will house the Robotic Training Center as well as researchers from the Obesity & Metabolic Institute as well as ECHI. Construction will begin in the summer. This research facility will house NIH funded investigators and faculty having great potential to obtain extramurally sponsored multidisciplinary research.

Our Robotic Research and Training Center recently has hosted surgical teams from Russia, Belgium, Japan, Turkey, and this spring will host groups from Taiwan and Siberia. These training programs have been to prepare these surgical teams for starting robotic cardiac surgery programs in their countries. The Robotic Center additionally has trained over 20 gynecologists in the use of surgical robotics. The training center is internationally known as the most comprehensive and focused resource for developing robotic surgical programs worldwide.

Investigators at ECHI have begun two less invasive heart valve clinical trials – EVEREST trial, using the MitraClip™ to stop mitral valve leakage and the TAVI (Transcatheter Aortic Valve Implantations) trial for catheter-based aortic valve replacements. This type of therapy is only offered in two other centers in North Carolina. These operations are designed to reduce the risk of aortic valve surgery in patients with multiple complicating conditions. The Principle Investigators are Dr. Curtis Anderson, ECHI Surgeon, as well as Drs. Tan and Dagubbati, ECHI Cardiologists.