

**West Virginia School of Osteopathic Medicine
Board of Governors – Regular Meeting
Friday, September 27, 2019
Location: John Manchin, II, D.O. Conference Center, Room #2
Clinical Evaluation Center**

I. Call to Order, Roll Call/Quorum, and Mission Statement

Meeting was called to order at 10:03 am by Board Chair, Steven Sarver. Roll call was taken by Board Secretary, Cheryl Schreiber. A quorum was present. The WVSOM mission statement was read by Board Vice Chair, Dr. Robert Holstein.

Members Present:

Steven Sarver, Chair	Sherri L. Miller
Robert Holstein, D.O., Vice Chair	Gary L. Poling, D.O.
Cheryl Schreiber, Secretary	Jubel Puthusseril, OMS-III
Charles Davis, D.O.	David Ramsey
J. Fred Earley, II, J.D. (teleconference)	
John Garlitz, D.O.	

Members Absent:

Gregory A. Burton

Others in Attendance:

James W. Nemitz, Ph.D., President	Debbie Green, Scribe/Board Liaison
Jeffrey Shawver, J.D., General Counsel	

II. Introductions

Dr. James Nemitz introduced the new Board of Governors student representative, Jubel Puthusseril, OMS-III, and the new CEO of the Robert C. Byrd Clinic, Scot Mitchell.

III. Public Comment

There were no public comments.

IV. Approval of Minutes

It was moved and seconded (Garlitz/Schreiber) to approve the minutes of the June 7, 2019, regular meeting as presented. Motion Carried

V. Agenda Order

No changes were made to the agenda.

VI. Rules

A. Institutional Policy PE-12: Faculty Merit Pay Distribution Plan (repealed). Mr. Fred Earley, Chair of the Institutional Policy Committee, reported that the committee reviewed the policy to be repealed and recommended the repeal of Institutional Policy PE-12 to the full Board as presented.

It was moved and seconded (Earley/Ramsey) to repeal Institutional Policy PE-12: Faculty Merit Pay Distribution Plan as presented. Motion Carried

VII. Reports

A. Chair of the Board of Governors. Chair Sarver had no report at this time.

1. Committee Reports.

- a. Academic Committee. No other reports.
- b. Finance & Audit Committee. No other reports.
- c. Institutional Policy Committee. No other reports.

B. President of WVSOM.

1. Administration.

a. President's Update.

- Dr. Nemitz recognized birthdays for the following Board of Governor members: Dr. Davis, Dr. Garlitz, Dr. Holstein, Dr. Poling and Mr. Sarver.
- Updates: The Ohio Valley Medical Center in Wheeling has recently closed. Dr. Nemitz reported that the 9 WVSOM students and 32 residents affected by the closure have been relocated. WVSOM will continue to have a presence in the area since the two residency programs at OVMC were moved to Trinity Health System in Steubenville, OH, and have received initial accreditation. The Higher Education Policy Commission did not allow Wheeling Hospital to accept the University of Leicester students at their hospital which was discussed at the last Board of Governors meeting in June. Dr. Nemitz recently spoke with Dr. Clark Milton of Wheeling Hospital and they want to continue to work with WVSOM; however, West Virginia University Medicine has taken over management of Wheeling Hospital. The Roman Catholic Diocese has infused \$2 million into Wheeling Jesuit College which has allowed them to remain open. They have rebranded themselves as Wheeling University. Currently, they have 300 students and less than 100 faculty and staff. These events illustrate the current changing landscape in healthcare and higher education in West Virginia. Mr. Ramsey commented on the hospital landscape and attack on rural healthcare throughout West Virginia. Dr. Holstein stressed the importance of affiliations in order to maintain quality rotation sites for our students and recognized Mr. Ramsey and CAMC as being a friend to WVSOM and sharing common goals and vision for healthcare in West Virginia.
- Collaborations and agreements include: obtaining a signed agreement to expand WVSOM student presence at CAMC, working to gain increased access to Mountain Health System, and working on a Memorandum of Understanding with Marshall University School of Medicine and other entities to secure additional quality rotation sites. Other collaboration efforts include: Involvement in the CTSI research initiative with WVU and other partners and a show of support for creation of an aquatic center in Greenbrier County.
- Other news includes a possible 4.6% mid-year state budget cut which is estimated to be approximately \$440,000 out of our allocation. Dr. Nemitz remains in contact with our legislative consultant regarding the possible cut and

is working with the finance chairs and Governor's Office on an increase to our allocation during the upcoming legislative session.

- Earlier in the academic year, Dr. Drema Mace was named Vice President for Community Engagement and Development. In addition to overseeing the Center for Rural and Community Health, she will oversee the WVSOM Foundation. Dr. Mace has extensive experience in running a foundation in her work history and has been responsible for securing \$3 million in grants this year alone. Each Board of Governors member was given the most recent version of the opioid toolkit produced by Dr. Mace and her staff at the Center for Rural and Community Health. The plan is to blanket the entire state with the toolkits as a way for WVSOM to contribute in the fight against the opioid epidemic. Another community engagement project is the establishment of the Clingman Center for Community Engagement located in Montwell Commons in downtown Lewisburg. Dr. Mace, the Center for Rural and Community Health, and the WVSOM Foundation have been instrumental in this project. A ribbon cutting for the Clingman Center for Community Engagement has been scheduled for October, 29, 2019. Governor Justice has been invited to the event.
- Dr. Nemitz plans to meet with every department this fiscal year to increase interaction and involvement with strategic planning.
- Recent events include: White Coat Ceremony in August with Dr. Robert Holstein as the Keynote Speaker; WVSOM's last living founder, Dr. O.J. Bailes, passed away in August; alumni events in Morgantown, Wheeling and Huntington; WVSOM radio ads produced during the State Fair of West Virginia to increase awareness of our brand; planning for WVSOM Day at the State Fair in 2020; presence at the West Virginia State Medical Association Meeting and the West Virginia Osteopathic Medical Association Meeting; attendance at the West Virginia Chamber of Commerce Annual Business Summit; and a healthcare roundtable discussion with Tom Barkin, the CEO of the Federal Reserve Bank of Richmond.
- Abracadabra Season 7 successfully completed taping this summer at Concord University. Abracadabra Season 6 is nearing the end of editing and will be airing soon.
- Upcoming events include: the West Virginia Osteopathic Medical Association Meeting currently underway at The Greenbrier with student research posters on display; Hospital Day on September 28, 2019, in the CEC Grand Hall; and the WVSOM Gala on September 28, 2019, in the Conference Center located in the WVSOM Student Center. Of note, Dr. Burns, American Osteopathic Medical Association President, will attend the WVOMA meeting and will be Dr. Nemitz's guest at the WVSOM Gala.
- Additional upcoming events include: the World Rural Health Conference in Albuquerque, New Mexico in October where WVSOM will have two presentations at the conference; COM Day on the Hill in Washington, DC; the AOA annual meeting in Baltimore, MD which will include an alumni event; Leadership West Virginia on campus; a presentation by Dr. Nemitz at the Charleston Rotary in November; HEPC CFO meeting on campus in November; the HEPC regular meeting on campus on December 5, 2019, followed by a

welcome reception; and the HEPC Board of Governors Summit on campus on December 6, 2019.

2. Finance.

- a. FY 2018-2019 Financial Update. Mr. Larry Ware reviewed the financial statement and the uncommitted balance ending June 30, 2019, was \$58,860,451. WVSOM continues to operate within its approved budget with no concerns to report at this time.

VIII. Board Items

- A. Approval of Graduates. Dr. Craig Boisvert presented the list of graduates who will successfully complete all requirements for graduation, have been approved by the Student Promotions Committee, and approved by the faculty.

It was moved and seconded (Ramsey/Garlitz) to approve the graduates as presented.
Motion Carried

- B. Bid Acceptance for WVSOM Campus Entrance – Greenspace Project. Mr. Ware received four bids for the project. Mr. Ware asked the Board to accept the lowest bid from Radford & Radford of \$680,000. Discussion followed regarding the various bids. Historically, Radford & Radford has been the lowest bidder on projects for the school due to proximity and Dan Hill Construction Co. the highest bidder. Radford & Radford has completed various projects in the past for WVSOM and has done good work for the school.

It was moved and seconded (Ramsey/Garlitz) to proceed in negotiating an agreement with Radford & Radford to complete the Campus Entrance Restoration Project.
Motion Carried

- C. Annual Report on Educational Development Committee. Ms. Leslie Bicksler reviewed the report for FY 2019. WVSOM awarded \$27,739.62 to 15 employees for educational development during the 2018-2019 Academic Year and 6 degrees and certifications were awarded. Over the last 9 years, 55 staff members have been awarded funds totaling \$212,519.98 for educational development.
- D. Institutional Strategic Planning Update. Dr. Edward Bridges, Ph.D., presented an update to the Board on strategic planning and reviewed the process to date. The planning process kicked off with a workshop on Saturday, March 9, 2019. Participants included students, staff, faculty, administration, Board of Governor members, and local community members. Workshop members reviewed and discussed WVSOM's Mission Statement, reviewed and discussed the current (2015) strategic plan, and discussed ideas moving forward. Participants split into workshops to discuss areas of focus which included: education, research, community outreach, infrastructure, and reputation. A final brainstorming session generated an outline of the ideas that were discussed.

The report from the workshop was sent to all students, faculty, staff and Board of Governor members asking for additional input and new ideas including comments on items individuals felt should not be included.

The input was added to the March 9, 2019, outline and presented to the Board in a PowerPoint presentation. Board discussion followed the presentation including: ways to diversify WVSOM's curriculum while strengthening the current program and the most viable additional revenue streams based on healthcare's changing landscape. Mr. Sarver asked Dr. Bridges to present an action plan for new complementary programs at the November 15, 2019, Board Meeting.

- E. **Student Study Space Update.** Dr. Bridges provided an overview of student study space as requested at the June 7, 2019 Board meeting. Types of study spaces available on campus to students are quiet study areas (capacity 508), group study areas (capacity 275 – 375), social areas (capacity 174), and Tech Building classrooms (capacity 431). Dr. Bridges will set up a focus group with student leadership after the first-year student leadership is elected to discuss reasons certain study spaces on campus are underutilized. Board discussion followed the presentation including a possible need for additional whiteboards and regulation of study space. All of the issues will be discussed with the students during the focus group meeting.
- F. **Board Meeting Times.** Mr. Sarver called upon Dr. Nemitz to review the current start times of committee meetings at 9 am and the regular Board meeting time of 10 am. Dr. Nemitz asked the Board members if these times were amenable to everyone and all agreed to keep the meeting times as is with no changes.

IX. Board Education

- A. **Clinical Evaluation Center.** Gail M. Swarm, D.O., Director, provided an update to the Board regarding the Clinical Evaluation Center (CEC). The CEC is used for clinic and hospital simulation experience for WVSOM students. In addition to simulations, the CEC offers skills labs (casting/splinting, scrub, central line placement, ACLS lab, OB lab and chest tube placement), inter-professional experiences, and electronic health record training. Beginning in 2018, an ultrasound elective has been offered to students with extremely positive reviews. The CEC achieved a 5-year accreditation through the Society for Simulation in Healthcare in 2018 and received several citations for Best Practices.

Board discussion followed the presentation regarding cost of additional ultrasound equipment and extra revenue opportunities the CEC might take advantage of.

- B. **Dashboard Presentations.**
1. WVSOM Alumni Association, Inc. Shannon Warren, Director of Alumni Relations & CME, updated the Board on Alumni Association activities over the past fiscal year. The Alumni Association continues to be involved in fundraising efforts for the Alumni Tower and White Coat Club as well as to offer Mid-Winter and Summer CME events. Ways the Alumni Association offers support to WVSOM and its students is as follows: continuation of the Student/Alumni Mentor program which matches second-year students with an alumni mentor; hosting of various alumni events; PaLMS sponsorship; and offering \$4,700 in grants for faculty, staff and student projects and \$20,000 in scholarships to students.

The Alumni Association Board invested \$500,000 with the WVSOM Foundation after exploring the other available options and will meet for strategic planning on November 2, 2019.

In 2020, the Alumni Associations plans to offer new scholarships, new alumni awards and recognition, and a new pediatric CME on campus. The 2019 end of the year campaign will be the "Take A Seat" campaign to name the seats in the classroom for scholarship endowment.

2. WVSOM Foundation, Inc. Heather Antolini, Director of Institutional Development of the WVSOM Foundation, reviewed the Annual Impact Statement which highlighted growth initiatives with the development of new ways to reach and engage loyal and new donors. In the past fiscal year, the Foundation has secured 32 new donors, 2 new Annual Fund Partners, and 3 new named scholarships.

The Foundation has focused on electronic media opportunities to boost fundraising efforts that includes social media fundraising campaigns and launching a new ADA-compliant website with installation of a crowdfunding tool. A demonstration of the new website and crowdfunding tool followed.

Ms. Antolini reviewed the Foundation's Balanced Scorecard that was approved by the Foundation Board at their meeting on September 26, 2019. The Scorecard was adopted as part of the Foundation's Strategic Plan and focuses on the mission and vision of the Foundation with the following areas of focus: customer, internal business processes, financial, and learning and growth.

3. Robert C. Byrd Clinic. Scot Mitchell, CEO of the Robert C. Byrd Clinic, was hired July 15, 2019, and reviewed his onboarding process with the Board members. His goals have included: learning to develop strategies to address major issues, meeting with key stakeholders, learning nuances of the academic environment, and understanding strategies of the past.

Early observations include: extreme disruptions in the past year, financial struggles, new EHR difficulties, dealing with conditions of Rural Health Clinic designation, opportunities to improve operational efficiencies, need to rebuild the brand of RCBC, terrific staff and providers, and good potential for growth.

Initial strategies:

- Initiated an Action Plan with the administrative team to address main priorities in several areas.
- Enhanced focus on billing issues. Upon Mr. Mitchell's arrival to the RCBC in July, 10,000 claims were older than 30 days and had not been billed. As of September 27, 2019, that number was reduced by two-thirds.
- Concentration on financial improvement.
- Revenue cycle assessment. An on-site consultant has been evaluating revenue issues with the RHC designation.
- Comprehensive Clinic assessment. A consultant will do a facility-wide comprehensive evaluation of the RCBC including general operational practices, practice/service expansion, and strategic plan assistance.
- Comparative benchmarking with similar practices.

- Develop expanded focus on quality. Focus on improving the quality assurance program at RCBC by daily interaction with patients.
- Improve policies/procedures for RHC compliance.
- Evaluated provider and employee staffing needs.
- Due diligence on potential expansion opportunities.

The one hour Board education held today will be submitted to the West Virginia Higher Education Policy Commission toward training credit hours required for the Board of Governors.

X. Possible Executive Session – State Code §6-9A-4(12) Attorney/Client Privilege; State Code §6-9A-4(b)(2) Personnel; and State Code §6-9A-4(b)(9) Real Property

Steven Sarver, Chair, stated the following: In accordance with the West Virginia Open Governmental Proceedings Act exceptions for the following agenda items, do I hear a motion to go into executive session to consider matters concerning personnel, potential real property and legal matters.

It was moved and seconded (Garlitz/Holstein) to move into Executive Session at 12:28 pm. Only members of the Board of Governors, President Nemitz, Jeffrey Shawver, and Larry Ware remained.

XI. Actions Emanating from Executive Session

The Board of Governors returned to regular meeting session at 12:54 pm. No items emanating from the Executive Session required action from the Board.

XII. Information Gathering

Cheryl Schreiber asked Dr. Michael Adelman to report at the next Board meeting regarding his activities while he has been under contract as President Emeritus.

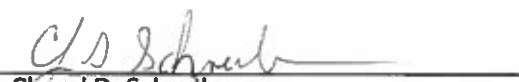
XIII. Next Meeting Date

The next scheduled Board meeting will be held on Friday, November 15, 2019, in the John Manchin, II, D.O. Conference Center. The committee meetings will begin at 9:00 am and the regular Board meeting will begin at 10:00 am.

XIV. Adjournment

It was moved and seconded (Garlitz/Miller) to adjourn. The motion carried and the Board meeting adjourned at 12:55 pm.

Approved on November 15, 2019


Cheryl D. Schreiber
Secretary
/dg