1825, Thomas Jefferson established the nation’s 10th medical school

**Mission:** Healthcare, Education and Research

Conceptually integrates:
- UVA School of Medicine
- UVA Physician’s Group
- UVA Medical Center
- UVA School of Nursing
- Claude Moore Health Sciences Library
- UVA Transitional Care Hospital
- Novant Health UVA Health System
System Alignment

- True North: Patient Centered Care

- Six System Goals
  - To become the safest place to receive care
  - To be the healthiest work environment
  - To provide exceptional clinical care
  - To generate biomedical discovery that betters the human condition
  - To train health care providers of the future to work in multi-disciplinary teams
  - To ensure value-driven and efficient stewardship of resources
Honors and Awards

#1 Hospital in Virginia by US News & World Report
By The Numbers

- Approx. 13000 Health System team members
- Level 1 Trauma Center (Improve Your Chances!)
- 600 Beds
- 27,819 admissions
- 920,141 out-patient visits
- 62,998 emergency room visits
  - ED Expansion Coming Soon!
- 1671 live births
- 1300 new MC hires
- $1.5B in Operating Revenue
  - 49% of total university revenue
Embedding ASPIRE Values Throughout UVA Health System
The ASPIRE Journey

- **Beginning:** Had a solid foundation with RISE
  - Respect, Integrity, Stewardship and Excellence

- **Added two additional values –** **Accountability** and **Professionalism** to:
  - Reflect Leadership Direction
  - Align with best practices among academic medical centers
  - Set our collective standard high
  - Commit to system-wide development and implementation

- **Our Audience:**
  - All leadership levels
  - Team members
  - Faculty, staff, students, trainees
  - Patients, families, visitors
Our Values

Accountability

Acknowledging and assuming responsibility for where we have succeeded and failed in terms of our actions, decisions, policies and results

Behaviors:
- Own your commitments and outcomes
- Define and set clear expectations
- Be responsible for your mistakes and help to create solutions
Our Values

Stewardship

Responsibly and carefully managing our resources and commitment to continual improvement and learning while acknowledging shortcomings or problems in our journey

Behaviors:
- Reduce waste
- Commit to continuous improvement in all you do
- Provide value-added work
Our Values

Professionalism

Approaching all that we do, in a collaborative way, to deliver excellent care through the lens of helpfulness, positivity, kindness and competency

Behaviors:
- Offer help
- Act conscientiously
- Be courteous
- Be present
- Act collaboratively
Our Values

Integrity

Being honest, open and fair through our behaviors, attitude and treatment of others

Behaviors:
- Be transparent
- Promote fairness
- Leverage talent
- Respect confidentiality
Respect

Being mindful of building a diverse and inclusive environment while showing compassion for everyone through our caring and intentional ways.

Behaviors:
- Engage in active listening
- Be inclusive in decision making and planning
- Set and clarify expectations for follow-up
Our Values

Excellence

Conducting ourselves in a manner that surpasses ordinary standards, through our preparation, collaboration and proactivity in all that we do

Behaviors:
- Focus on service
- Anticipate needs
- Promote growth
Our Values, Our Stories
A Look at the Elements

VALUES WHEEL EXERCISE

A LEADER’S GUIDE

REFERENCE GUIDE

FOLLOW-UP ACTIVITIES

FY17 PERFORMANCE MANAGEMENT

OUR VALUES AT WORK

Today I will reflect on how my own personal values align with our ASPIRE values.

Our values define us as individuals in our work and personal life. We have a responsibility to our patients, our students, our communities, our vendors and our business to adhere to the highest standards.

Today I will:

- Make a difference in someone else’s life
- Model our values
- Show my appreciation to a fellow team member
- Be a collaborative problem solver
- Commit to adding value in everything I do
- Be mindful in building a diverse and inclusive environment
- Champion change positively
- Quote a patient, family member or team member in need to the right situation
- Bring my best to work each day

What will you do today?

VALUES WHEEL EXERCISE

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FOLLOW-UP ACTIVITIES

FY17 PERFORMANCE MANAGEMENT

OUR VALUES AT WORK
Embedding ASPIRE

- **Onboarding**
  - 942 Job descriptions updated

- **Performance Management**
  - Established behaviors aligned to ASPIRE values
  - Incorporated for FY17 Performance Management

- **Rewards and Recognition**
  - Uteam program updates

- **Leadership and Team Member Education**
  - ASPIRE eLearning and Leader-led Activity (78% MC Participation on BSC)
  - Goal-Setting
  - Giving and Receiving Feedback (new!)
  - Change Management (new!)

- **Communications**
Next Steps

By end of 2016

- Update and increase number of team member photos
- Release new posters and banners in the physical environment
- Release new screensavers for each value (ASPIRE)
- Continue communications

Early 2017

- Continue FY17 Performance Management Education
- Update and increase number of physician and team photos
- Release new stories aligned with ASPIRE behaviors
22 Clinical Departments
8 Basic Science Departments

Total Clinical Faculty: 855
Total Research, Instructional, A&P Faculty: 521
Total PRS and Staff: 1,853

Degree Programs:
- MD
- MD/PhD
- MPH
- MD/MS (clin rsrch)
- MD/MBA
- MD/JD
- MD/MS (data sciences - 2017)
- PhD (2017)
Undergraduate Medical Education

- 1\textsuperscript{st} year class
  - 96\textsuperscript{th} percentile nationally on MCAT (34.2)
  - Mean GPA increased from 3.79 to 3.82
- 100\% of our students match
- We compete with the best
  - Harvard, Hopkins, Penn, Vanderbilt
- Higher Education Excellence in Diversity Award – 4 years in a row
  - 24\% URM (increase from 21\% in 2015)
Major Initiatives

• Strategic Hiring Initiative
  – Recruitment of established MD/PhD PIs
  – Collaborative hires

• Pinn Scholars
  – Retention of mid-career investigators
  – Development of new research project or direction
  – Prestigious conference

• CTSA Application – January 2018
  – Partners: Inova, Virginia Tech
  – Karen Johnston, MD, MS – Director
UVA Priorities

• Execute development of Inova/UVA Genomics Institute
• Continue development of regional medical school campus at Inova for UVA 3rd/4th year medical students
• Aggressive investment in research and faculty recruitment
• Increase NIH portfolio to $150M within 3 years
University of Virginia Physicians Group
UPG

- UPG was Founded in 1979 to Support the UVA School of Medicine and Medical Center
  - Multi-Specialty Practice of 1,170 Clinicians (MD, NP, PA)
    - 21 Clinical Departments and 1 Community-Focused Multispecialty Group (CPG)
  - Focus on Specific Unmet Business Needs
  - University-Related Foundation (1 of 26 and the only Foundation participating in Ufirst presently)
  - Formal Ties: Affiliation Agreement and Policy on University-Related Foundations
- Separate Legal Entity, 501(c)3
UPG

918 SOM Clinical Faculty

• UPG compensation and UPG benefits support the recruitment and retention initiatives of the SOM

• UPG supports the revenue cycle operations
  Provider contracting
  Provider enrollment
  Delegated credentialing
  Meaningful Use attestations
  Medicare Revalidations
821 UPG Team Members and Providers

- 77 Community Physicians
- 30 Community Nurse Practitioners & Physician Assistants
- 145 Clinical Department Nurse Practitioners & Physician Assistants
- 569 Administrative and Clinic Support

Approximately 70% of UPG team members are located in clinics on grounds and throughout central Virginia
CPG Clinics Opened in Last 3 Years

- 6/1/2013: Rheumatology Pantops
- 8/31/2013: Zion Crossroads
- 5/1/2014: UVA Specialty Care Pinnacle Drive
- 8/1/2014: UVA Children's Specialty Care Winchester
- 7/28/2015: UVA OB/GYN Culpeper
- 8/15/2015: UVA Blue Ridge Endocrinology
- 8/3/2015: Pediatric Cardiology Richmond
- 9/4/2015: UVA Orthopedics Culpeper
- 12/31/2015

Practice sites of the future?
UPG Patient-Centered Customer Service

• Patient Care Philosophy
• Billing is an Extension of Patient Care Experience
• Top 10 Billing Unit Five of Last Six Years
The Value of UPG

Ensuring value-driven and efficient stewardship of resources while leveraging UPGs strategic advantage to serve the 21 Clinical Departments and thereby the UVA Health System

- Top Ten Billing and Collections Services
- Third Party Contracting -> Higher Reimbursement
- Payment Verification
- Lean Projects In Every Unit
- Flat FTE Count 2016 to 2017
- Billing Quality Education
- Financial Reporting
- Physician Benefits/Human Resources
- Legal Services
- Low Malpractice Premiums
- Indigent Care Funding
- Patient Friendly Billing
Leverage Patient-Centered Customer Service: Lean

HIRING PLATFORM FOR PROVIDERS

**Problem:** Inefficient hiring process duplicated efforts and increased errors delaying start dates.

**Process:**
- Joint lean initiative with UPG, SOM and MC.
- Sign offer packet from anywhere in the world via DocuSign.
- Eliminate re-work for out of date actions.
- Increase satisfaction through one-time data entry to populate all required fields.
- Reduce processing time from offer to acceptance.

**Result:** Process aligns provider credentialing and date of hire with ability to bill for services day-one in clinic.
Leverage Agility: Lean

**ELECTRONIC ENROLLMENT WITH MEDICARE AND VIRGINIA MEDICAID**

**Problem:** Manual enrollment process.

**Process:**
- Automated Medicare
  - Processing time 28 days (previously 120 days)
  - Revalidations 25 days (previously 60 days)
- Virginia Medicaid
  - Applications processed within 24 hours (previously 35–40 days)

**Result:** Reduces held charges and increases timely payment.
UPG Human Resources

Why we do what we do