

UVA Physicians Group | FY 2023

YEAR IN REVIEW

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UPG Chief Executive Officer **J. Scott Just, MD, MBA** |

Dear Colleagues:

It is my pleasure and honor to write this as the new CEO of UVA Physicians Group (UPG), effective May 30, 2023. I'm thrilled to join the team and excited to return to UVA where I earned my medical degree and completed my residency in emergency medicine, before returning years later to earn my master's in business administration from UVA's Darden School of Business. "Go 'Hoos" is a sentiment that feels like coming home!

As you can imagine, I have spent the first month of my tenure learning and listening. I want to understand how UPG may best serve to support our outstanding clinicians and our dedicated UVA Health and University partners, as we endeavor to help fulfill the UVA Health mission of transforming health and inspiring hope for all Virginians and beyond.

Without a doubt, we continue to face many complex challenges as an organization, institution, and industry. We at UPG must be dedicated stewards of resources; advocates for our extraordinary clinicians; champions of diversity, equity, and inclusion; and strategic allies within UVA Health and the University. In short, there is a lot of work to be done. And I can assure you, based on the information I've gathered from the UPG team related to recent performance and progress – as well as their collective enthusiasm for the journey ahead – that UPG is up to the task.

In this inaugural issue of the UPG Year in Review, which will be published at the end of each fiscal year going forward, we want to share with you some of the excellent work that has been going on across business areas of UPG – and introduce you to a few members of the team.

I hope you'll be as eager as I am to build on this strong foundation for a bright future, together.

Thank you for being an important member of our community. I look forward to building our relationship.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'J' followed by 'S' and 'J' with a horizontal line extending to the right.

J. Scott Just, MD, MBA

Chief Executive Officer, UVA Physicians Group

UPG President **James Larner, MD**



James Larner, MD, serves as chair of the University of Virginia Department of Radiation Oncology. He was elected president of UVA Physicians Group by a vote of his peers, the 21 UVA clinical department chairs. Dr. Larner assumed the UPG presidency effective April 5, 2023 and will serve an initial term of three (3) years.

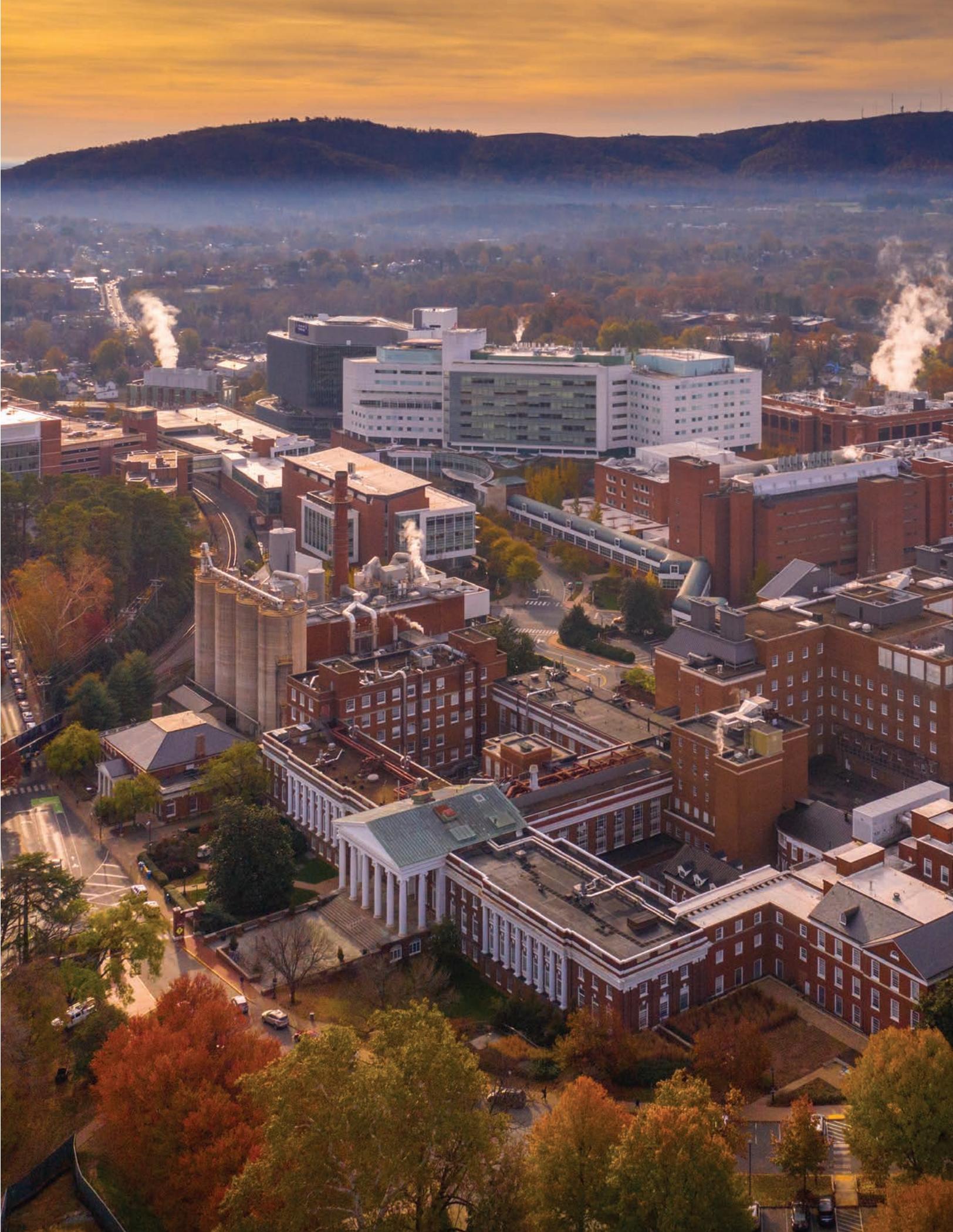
Of the role of UPG, Dr. Larner suggests that “there is progress to be made toward the goal of having UPG function synergistically with its UVA Health partners, for the optimal benefit of all entities,” and believes that leveraging the 501(c)3 status of the organization is a key to shared success. Further, Dr. Larner would like to see increased organizational efficiency at UPG, including support of initiatives which allow clinicians to spend time on high-level decision making and patient care rather than administrative tasks.

“I look forward to serving as the liaison between the UVA clinical chairs and departments, and the CEO and executive leadership of UPG,” says Dr. Larner. “There is potential for greater, more meaningful collaboration and clinician advocacy in our evolution as a system.”

Dr. Larner is a graduate of the UVA School of Medicine. He completed residencies in internal medicine, with subspecialty training in hematology and medical oncology, as well as in radiation oncology at Thomas Jefferson University. His clinical interests are neuro-oncology, including gamma knife radiosurgery, and thoracic oncology.

Dr. Larner is the past chair of the NIH Radiation Therapy and Biology Study Section. And, for over a decade, he was a co-leader of the Genetics and Epigenetics program at the UVA Cancer Center.

When he is not in the lab or clinic, Dr. Larner plays racquet sports, restores houses and travels. Some of his favorite destinations include Mauritius, Thailand, Andora, Uruguay, and Japan.



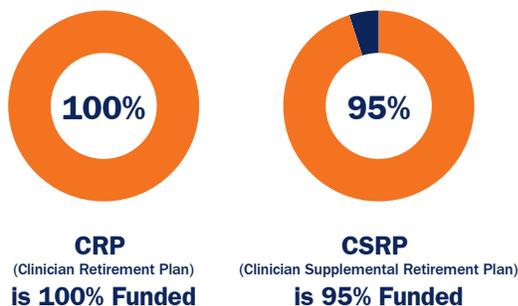
UPG Chief Financial Officer **Susan Rumsey**



UPG Chief Financial Officer Susan Rumsey reports that there were many laudable accomplishments achieved by the UPG Finance, Accounting, and Financial Planning & Analysis teams during FY23, due to the dedication of those team members and their leaders – and owed in great part to the partnership and expertise of their UVA Health colleagues in clinical departments, health system, and University finance teams, and across UPG and UVA Health operational areas. The successful transition of Revenue Cycle and Payor Contracting (RCPC) functions demonstrates this spirit of collaboration. In the same vein, the UPG accounting team wrapped up a multi-year project to change systems and processes in order to accommodate the University’s transition to Workday Financials. This work highlights the extraordinary financial ties between the University, the School of Medicine, and UPG.

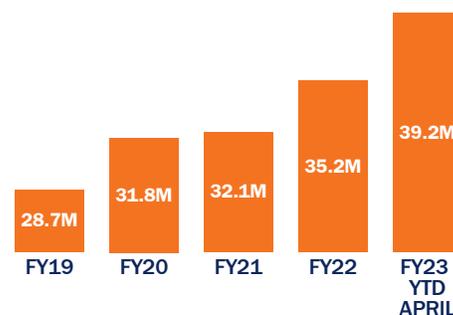
Rumsey says, “The UPG Finance team never loses sight of our responsibility to our clinical providers, whose outstanding work brings not only immeasurable benefit to our communities, but is the source of the revenue for UPG and this health system. They are our engine, and our “why.” It is our duty to be as efficient as possible in our stewardship of resources on their behalf, and on behalf of all those who support their clinical work.” She emphasizes UPG’s continued focus on transparency regarding costs and fees.

FY22 financial results demonstrated an operating margin of 3.3%, which was ahead of budget. FY23 financial results (YTD through April) are also ahead of budget, with an operating margin of 1.9%. Rumsey is pleased to report that faculty pension plans are well funded, despite a drop in the market value of assets during a rocky investment year, and that UPG support for the academic mission continues to increase each year.



These are funding levels as of March 31, 2023 as provided by Vanguard.

UPG Support for Academic Mission



Accounting

Systematically accumulating and reporting timely, accurate, and complete financial information about UPG's performance, financial position, and cash flows to inform strategic and operational decision-making and maintain compliance with regulatory reporting requirements.

FY 2023 Progress

- In partnership with UPG's IT team, implemented and stabilized UPG's new Financial Interface System (FIS) – a custom, cloud-based software that pulls, processes, and validates financial accounting data from UVA's new Workday Financials system.
- As part of the UVA Finance Strategic Transformation (FST), implemented and stabilized the alignment of UPG's financial accounting, reporting, and accounts payable software with the more advanced requirements in UVA's new Workday Financials software. This work was completed on-time and on-budget.
- Implementing new lease accounting software to ensure UPG's compliance with new accounting standards.
- Facilitated the UVA Health Revenue Cycle transition from UPG to the UVA Health University Medical Center (MC).
- Had a clean FY22 Financial Audit and Single Audit (this is the first time UPG has completed a Single Audit, which is a federal requirement related to UPG's receipt of federal funds from the CARES Act).

Financial Planning and Analysis (FP&A)

Providing clinical budgeting support, budget variance analysis throughout the year, business planning, and ad hoc analysis and reporting in support of the UPG mission and UVA Health clinical enterprise.

FY 2023 Progress

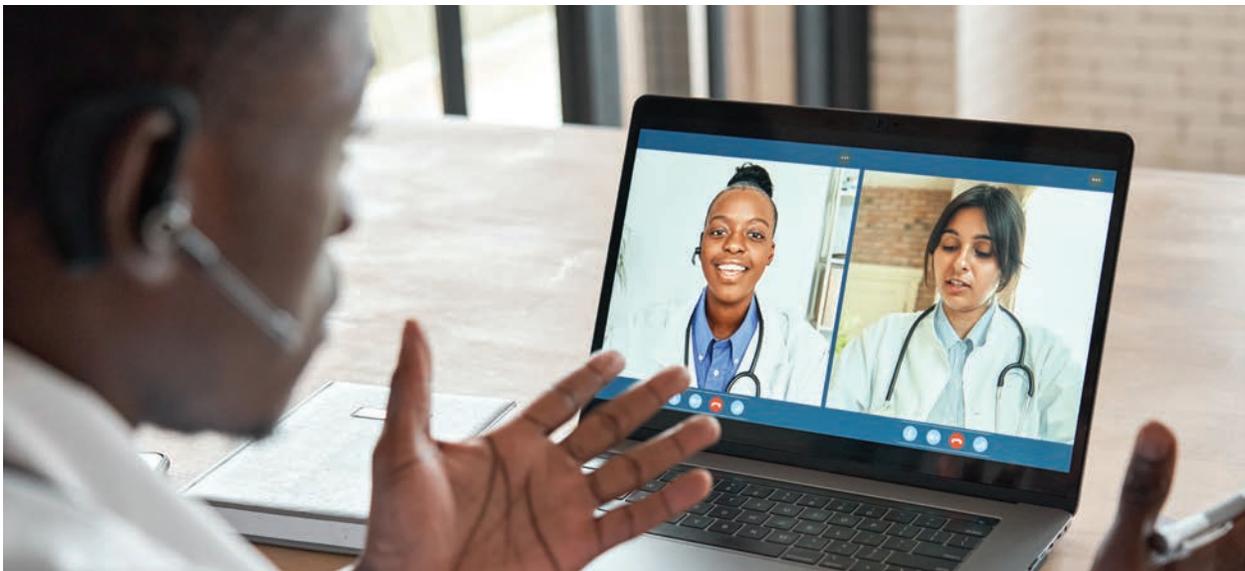
- Supported necessary changes in revenue cycle reporting related to both the Revenue Cycle/Payor Contracting (RCPC) and UVA Health integrations.
- Focused on employee engagement, as close to 40% of FP&A's staff has experienced a change in management due to the RCPC alignment.
- Evolved in-house capability for developing reports and templates in the budgeting and financial reporting system that UPG shares with the SOM. This allowed for development of more complex reporting, including a salary variance analysis at the individual faculty level.
- Conducted a comprehensive audit of payments made under the Facility Fee Agreement, including the underlying contract language and billing practices. This agreement drives a \$19M+ exchange of funds between UPG and the University Medical Center.

Diversity, Equity, and Inclusion (DEI)

Promoting the equal access, opportunity, and sense of belonging of historically underrepresented groups in the workplace. In partnership with UVA Health, DEI initiatives at UPG focus on training, organizational policies/practices, and organizational culture, and include a dedicated Full-Time Employee resource for DEI/Community Engagement.

FY 2023 Progress

- Created and implemented a mandatory DEI training for all UPG team members. This was a four-part, quarterly training focused on unconscious bias, allyship, cross-cultural communication, and understanding micro-aggressions. All current employees participated in this training, and new team members will undergo it during onboarding.
- Disseminated regular internal email campaigns focusing on heritage months and holidays celebrated by underrepresented groups. These have been consolidated into a monthly UPG DEI Newsletter, as well as individual lessons and team “shout outs” for exemplifying inclusion in action.
- Facilitated UPG’s participation in, and sponsoring of, a variety of local events. These included the Arc of the Piedmont’s Santa Fun Run, the Arc of the Piedmont’s Annual Gala, the Love...No Ego Mentee Program (UPG sponsored a local, at-risk youth), the Culpeper Pride Festival, and the JSAAHC Juneteenth Celebration.
- Expanded UPG’s “Lunch & Learn” program, which included hosting web-based seminars on Diversity, Inclusion & Kids, Neurodiversity in the Workplace, Supporting Diversity & Inclusion for Veterans, and Gender Services at UVA Health.
- Offered regular advice to UPG leadership through the DEI Council, and created the DEI Ambassador Program to allow interested employees the opportunity for involvement in DEI-related discussions.
- Formed the DEI Pop Culture Club, which meets monthly to discuss books, TV shows, movies, podcasts, and other relevant topics in a virtual setting.



Diversity, Equity, and Inclusion (DEI) Council

The UPG DEI Council is composed of passionate individuals from different backgrounds, departments, generations, genders, and races, all with one goal in mind: to make Diversity, Equity, and Inclusion the standard at UPG.



UPG DEI Council Co-Chair Candice Johnson

Candice Johnson, who has been with UVA Health for four years, works in Patient-Friendly Billing and is currently training to take over a new role as an Internal Customer Service Resolution Specialist. As a specialist in MyChart, an online medical records storage platform, her previous duties included responding to any billing inquiries that came through the system, such as disputes and payment plan questions. “That knowledge of working disputes has helped me move into my new role, which will be responding to all disputes that come through MyChart and the call center,” Candice noted. Her new duties will also see her act as the intermediary for any patient disputes, and allow her to work with insurance processing departments to create dispute resolutions. She draws her inspiration from connecting with others: “We genuinely help people to understand our billing process, and we try to never provide information to people without educating them on the ‘why.’” In her free time, Candice enjoys repurposing furniture and working in women’s and youth ministry. Looking to the future, she noted that she is excited to be a co-chair on UPG’s Diversity, Equity, and Inclusion Council: “This group of allies are working hard to change the culture within UPG for the better and I’m proud to be part of such a dynamic group.” To those aspiring to join the UPG/UVA Health family, she has only one piece of advice: “Do it, and do it now!”



UPG DEI Council Co-Chair Patricia Mbatta

Patricia Mbatta, who has been with UVA Health for slightly more than four years, is a supervisor for UPG Financial Planning and Analysis. She credits her career progression to both her accounting and finance background, and a healthy dose of analytical curiosity. Starting with UPG as a Business Analyst, she noted that “UPG has allowed me the opportunity to learn from people who are more knowledgeable than I am, and to understand the reason behind many of the decisions that are being made.” According to Patricia, her passion for serving others is what allows her to support patient-serving providers on the business side of things, and she draws further inspiration from a “highly dedicated team that is always willing to go above and beyond to make sure that UPG is successful.” In her free time, she bakes, decorates cakes, and “absolutely loves to travel!” Looking to the future, she noted that she is thrilled to work as a co-chair on UPG’s Diversity, Equity, and Inclusion Council, and “would like to remind you that you are enough, just the way you are.” To aspiring UPG/UVA Health employees, she added that joining UPG is “the best decision I have ever made. Employees are treated with the utmost respect and care, and there is always something new to learn for a curious mind.”

Clinical Practice Group (CPG)

UPG's Clinical Practice Group supports more than 150 providers and their teams through the management of 24 primary and specialty care clinics. They bring the UVA Health standard of quality healthcare to patients in local communities throughout Central and Northern Virginia.

FY 2023 Progress

- Exceeded UVA Health ambulatory performance targets (with three clinics ranking in the top 10 highest performing). These targets included no show + late cancel rates, established patient access, new patient appointment access, provider-initiated cancellation (bump) rates, time to fill rates, functional vacancy, MyChart message response times, and clinic medications Medication Administration Record (MAR) completion ranges.
- Completed the following projects: storage unit purges; the UVA Health Therapy Services Fontaine relocation; the UVA Health Stuarts Draft renovation; the UVA Health Pediatric Specialty Richmond & Winchester transition to UVA Community Health; and the Culpeper PBC transition to UVA Community Health.
- CPG provider and practice awards included two "Best in Culpeper" awards, and 22 "Patient Experience" awards.



Exceeded UVA Health Ambulatory Performance Targets
With 3 clinics ranking in the Top 10 Highest Performing



- Focused on alignment and collaboration with UVA Health, both with ambulatory role delineation and Revenue Cycle integration.
- CPG provides 60% of all UVA Health primary care visits.
- Supported provider well-being by hiring 21 new providers and a new Associate Medical Director of Advanced Practice Provider Development to assist with support, mentoring, and onboarding.

Practice Innovation

Collaboratively pursuing high-quality, efficient, coordinated, and supportive healthcare, while optimizing population-based revenue.

FY 2023 Progress

- UPG Practice Innovation Team Expands: Created a Senior Director of Practice Innovation position; hired a full-time Value Programs Manager, a Registered Nurse (RN) Quality Improvement Coordinator, a Clinical Informaticist and Senior Analyst for Quality Reporting and Reimbursement, a High-Value Clinical Consultant, and a Healthcare Project Manager; and have eight open positions and another eight to post in early FY24.
- MIPS Adjustment on the Rise: The positive Merit-Based Incentive Payment Systems (MIPS) adjustment earned on CMS claims increased 4x since 2019, from +0.6% to +2.3% (CMS determines Medicare payment adjustments based on aggregate performance of all participants).



- Efficiency: CPT II² implementation on professional claims increased blood pressure and A1C result capture by 365%. Working to add hospital-based claims in late FY23, with an expected automatic gap closure rate of >90%.



Blood pressure and A1C³ result capture increase due to CPT II² implementation

- Released a Primary Care Quality Measure Dashboard that improved real-time, actionable insights into performance on high-priority measures at the panel, clinic, and department level.
- Showed strong financial performance by posting roughly \$2.8M in Practice Innovation-related revenues in 2022.

\$ 2.8M ↑

2022 Practice Innovation-related revenue

- Increased financial programmatic rigor through negotiated regular, guaranteed Care Coordination Fees, and a standardized accounting structure for revenue.
- Increased foundational infrastructure through teamwork and collaboration, invested in technological solutions, and developed a roadmap for population management and quality improvement.
- FY24 priorities include building a team of RN Care Coordinators to support closing care gaps, and installations of technical solutions which will enhance information sharing with payors, increase understanding of value-based populations, and better prepare the organization to capture cost-based revenue opportunities (such as shared savings).

1. CMS = Centers for Medicare and Medicaid Services
 2. CPT II = Supplemental, optional tracking codes added to standard CPT codes (Current Procedural Terminology: codes for medical services and procedures) for performance tracking
 3. A1C = Hemoglobin A1C or HbA1c: a blood test that measures average blood sugar levels over the last several months

Human Resources (HR)

Serving the needs of faculty, staff, and team members by staying mission-driven and providing innovative solutions, while delivering an exceptional employee experience. UPG HR supports clinical and administrative employees while striving to be the employer of choice in support of our UVA Health partnership.

FY 2023 Progress

- Worked to automate formerly manual processes to increase efficiency.
- Created new benefit guides for all employee groups.
- Passed the annual (FY22) non-discrimination testing of UPG's 401(k) plan.
- Distributed Clinician Supplemental Retirement Plan (CSRP) regulatory communications to physicians (some electronic, 400+ via regular mail).
- Re-deployed a quarterly HR Road Show (HR team members visited each UPG clinic at least once per quarter).
- Relunched a revamped (and in-person) New Employee Orientation, and a New Employee Onboarding Roadmap.
- Partnered with Revenue Cycle/Payor Contracting (RCPC) groups and UPG's Clinical Practice Group (CPG) to assist in a smooth transition of impacted employees and services to the UVA Health University Medical Center (MC).
- Participated in the UVA Health Employee Engagement Survey, and deployed related training for managers in response to survey results.
- Negotiated a \$250K annual premium reduction on UPG's MD/Exec Life Insurance benefit.
- Successfully recruited UPG's new CEO, Scott Just, MD, MBA (effective May 30, 2023).



Employee Engagement

UPG team members participated in the first employee engagement survey administered across UVA Health since the outbreak of COVID-19. This allowed for open and honest feedback from clinical and administrative employees, providing an opportunity for direct communication about where the organization is succeeding and where more support is needed – followed by data-driven action planning at the team, manager, and corporate level.

FY 2023 Progress

- Obtained a 91% survey completion rate and a 4.04 employee engagement score.*
- Overall, UPG’s engagement scores are above the national academic healthcare average, and UPG was the highest scoring UVA Health entity.
- The UPG leader index is higher than average, with a large majority of team members indicating confidence in their unit leader.
- Overall, UPG employees demonstrated above average activation and decompression compared with industry peers.
- UPG employees demonstrated above average resiliency compared with industry peers.



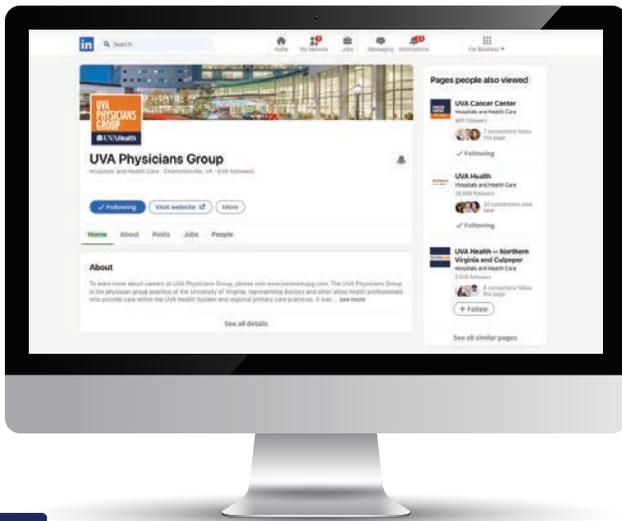
*This was the highest UVA Health entity score.

Communications

Serving to keep UPG clinical, administrative, and governance constituents and partners informed about internal organizational business; partnering with UVA Health Strategic Relations & Marketing to align on system-level communications; and offering opportunities for Physician and Advanced Practice Providers voice amplification and bi-directional dialogue across operational areas and stakeholder groups.

FY 2023 Progress

- Focused on “decreasing the distance” by hosting monthly open forums for all UPG physicians, providers, and employees to discuss top priorities with their governance representatives and executive leaders.
- Reinvigorated and increased public website content with a clear focus on Diversity, Equity, and Inclusion – including videos, DEI events calendar, and employee spotlights (this content is maintained by the DEI team).
- Migrated and rebuilt UPG internal (employee-facing) website in the interest of clarity, user experience, and transparency – including posting video recordings of all-hands meetings and key messages for various stakeholder groups.
- Published monthly newsletters to all internal stakeholders from the UPG President.
- Boosted social media presence to support recruitment, retention, and recognition.
- Supported system-level initiatives, including the Revenue Cycle/Payor Contracting (RCPC) integration, from an internal communications perspective – with focus on transparency and change management.
- Fostered robust and productive partnership with with the UVA Health Officer of Strategic Marketing and Communications team to support an aligned approach to employee communications across UVA Health.



linkedin.com/company/uva-physicians-group



facebook.com/UVAPhysiciansGroup

Facility Management

Ensuring the functionality, comfort, safety, sustainability, and efficiency of UPG's buildings and their surrounding infrastructure.

FY 2023 Progress

- Boiler replacement at UVA Health Fishersville.
- Prepared for the replacement of the HVAC rooftop units at UVA Health Fishersville.
- Investigated issues with the Fishersville building siding, and are prepping for siding replacement next FY.
- Built out a new retail pharmacy, and renovated the existing Oncology pharmacy at the same location.
- Completed the final phase of a multi-year renovation at UVA Health Stuarts Draft Family Practice.
- Installed a close-circuit video monitoring system (CCTV) at UVA Health's Waynesboro Primary Care location.
- Sealed/relined the parking lot, and upgraded/replaced the CCTV system at UVA Health's Sharon Hostler Child Development Center.
- Installed a new natural gas generator at UVA Health's Culpeper Family Practice.
- Upgraded UVA Health's Riverside Primary Care HVAC system.
- Prepared the Avon Street administrative offices for team members and equipment moving from UVA Health's Lewis and Clark location.

Continuous Improvement

Working with UPG and UVA Health teams and leaders to identify areas of inefficiency across areas of operations, and implement process improvement efforts aimed to eliminate waste, streamline resources, and reduce administrative burden on clinicians.

FY 2023 Progress

- Eliminated the requirement to update the Schedule of Compensation (SOC) during any Merit Increase via a new, automated process.
- Eliminated > 800 labor hours annually for the Human Resources team.
- In the process of reducing the workload within Clinical Departments (labor hours yet to be calculated).
- Worked with Revenue Cycle impacted teams to document time savings of 5,391 hours to-date.

Integrated Services

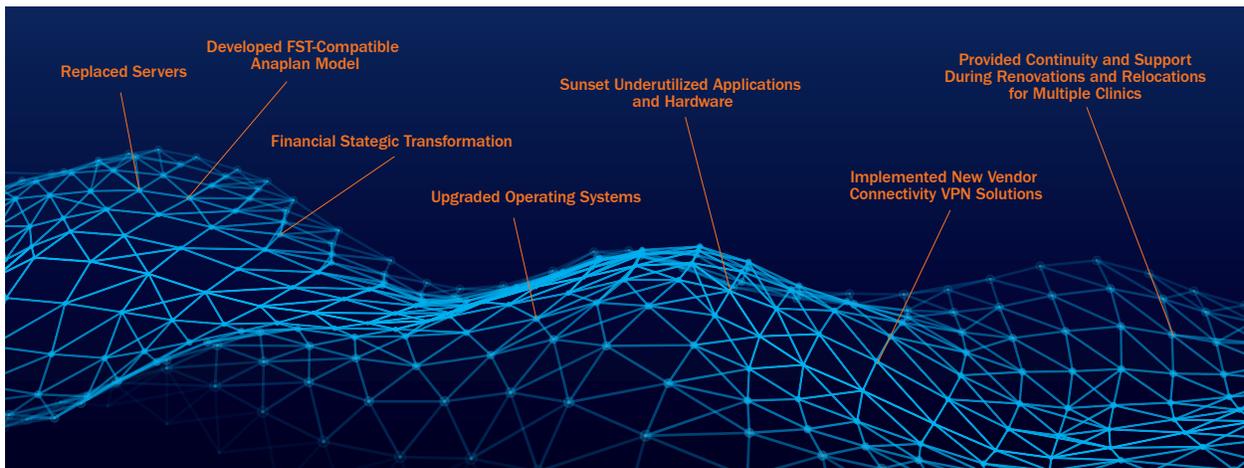
Many UPG team members work in integrated units with colleagues across UVA Health entities to provide aligned and exceptional service to our UVA clinicians and communities. Among these combined teams are:

Information Technology*

UPG IT (Information Technology) team members are incorporated into UVA Health teams by specialty area, with the shared goal of applying information and technology to make UVA Health the safest place to work and receive care.

FY 2023 Progress

- Implemented Financial Strategic Transformation (FST) changes in partnership with finance, while participating in process changes, stabilization, and providing technical support.
- Replaced the E911 location services server and upgraded the application.
- Replaced HR's legacy data warehouse and interfaces server, and updated the operating system and database engine.
- In the interest of efficiency and resource alignment, worked to sunset multiple underutilized applications and servers.
- In partnership with UVA Health IT Security and with the goal of meeting new security requirements, implemented new vendor connectivity Virtual Private Network (VPN) solutions for supported applications.
- Developed the FST-Compatible Anaplan model, allowing for better budgeting and financial reporting.
- Supported the continuity of patient care during the renovation of UVA Health Stuarts Draft Family Practice front desk space by installing temporary workstations in the lobby.
- Supported the relocation of the occupational therapy clinic at UVA Health Fontaine to a different floor (the IT portion of the move was completed one day ahead of schedule, and the clinic opened the following Monday with minimal IT issues).
- Heavily supported the relocation of over 500 assets from UPG's Lewis & Clark corporate headquarters location to its Avon St corporate headquarters location.



Epic Professional Billing*

Epic is the electronic medical record (EMR) system utilized by UVA Health. The Epic professional billing team aims to optimize usage, provide innovative solutions, and provide support for optimal and efficient use of the EMR system as it impacts professional billing.

FY 2023 Progress

- Successfully implemented a new billing system (Epic) at UVA Health Prince William, Haymarket, and Culpeper Medical Centers.
- Assisted in the implementation of Epic's Payer Platform Clinical Data Exchange, allowing for increased automation with payers.
- Assisted in the implementation of ARIA, which is an oncology clinical information system.
- In support of UVA Health, implemented an updated process for handling 501(r)(6) regulations.
- Successfully added CPT II Claim Codes with the Practice Innovation group.
- Improved UPG's automated Claims Attachment system, reducing manual workload.
- Implemented a new Bad Debt vendor to reduce the risk of only utilizing one vendor.
- Implemented support for Apple and Google Pay on MyChart and in all clinics.

* This team operates under the UVA Health leadership structure and is an enterprise service, demonstrating collaborative efficiency and expertise.

Revenue Cycle and Payor Contracting (RCPC)

In FY23, UVA Health integrated Revenue Cycle and Payor Contracting functions across all entities in the interest of efficiency, consistency, and cost-savings.

PROFESSIONAL BILLING

FY 2023 Progress

- Transitioned to the UVA Health Revenue Cycle.
- Migrated UVA Health locations in Culpeper and Northern Virginia to UVA Health's Epic instance.
- Achieved record monthly charges and collections for UPG in March (exceeded prior record by 7%).
- Implemented registration-related edits that decreased the registration denial rate.
- In the process of implementing a reorganization of Professional Billing that will better align the number of team members per supervisor.

PATIENT-FRIENDLY BILLING (PFB)

FY 2023 Progress

- Preparing to implement an Early-Out vendor by the end of the year, who will handle patient accounts with a balance due either from lack of insurance or underinsurance.
- Improved MyChart message response times by more than two days.
- Completed the release of roughly 34K judgements for patients who are at or below 400% of the federal poverty level as shared in the new billing and collections policies in 2021.
- In the interest of efficiency, created process maps for all PFB processes, which identify task owners and detail expected timelines.
- Saved over 6K hours due to process improvements.

ENTERPRISE CODING

FY 2023 Progress

- Successfully integrated professional coding operations, moving from a decentralized structure to one that is centrally managed.
- Added ~140 providers with the integration of UVA Community Health Medical Group.
- Designed and implemented various charge workflows to facilitate charge capture.
- Successfully adopted the 2023 Current Procedural Terminology (CPT) change, impacting both inpatient and emergency medicine coding.
- Reduced the amount of pre-accounts receivable (i.e., unbilled professional charges) by approximately 50%. This decrease improves the collection and cash conversion process.

PAYOR CONTRACTING

FY 2023 Progress

- Through the end of CY2022, UPG Payor Contracting experts advocated for best-in-class reimbursement while growing the footprint of value-based contracts, with a focus on guaranteed funding and a significant lift in revenue potential. With efficiency and alignment in mind, responsibility for Payor Contracting has successfully transitioned to an enterprise-wide team managed at the UVA Health level in CY2023.



Provider Well-being

Provider well-being is a top priority for UPG, and the organization provides budgeted support for UVA Health provider well-being initiatives in the following areas:

SmartChart and SmartStart

Helps clinicians optimize their Epic use with personalized education, in an effort to mitigate this critical root-cause of burnout.

- UPG funds some of the trainers and materials, and provides some other program support.

Provider Advisor Builder Dyad

Pairs a provider advisor with an IT analyst to work within the clinical department, to make improvements to that department's Electronic Medical Records (EMRs) and improve adoption by medical staff.

- UPG and UVA Health Information Technology pays some compensation costs for the builders.
- In the FY24 budget, UPG has added funding for two more builders to support this program.

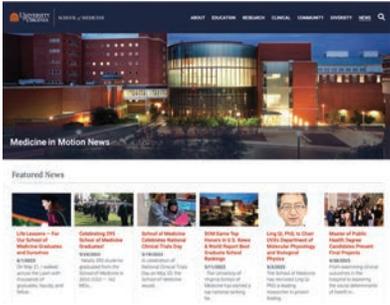
Wisdom and Well-being

Wisdom and Well-being Program (WWP) is a UVA Health initiative established in 2016 to help team members be their best – even flourish – at work. This innovative program addresses individual well-being in tandem with a systems approach to our toughest challenges.

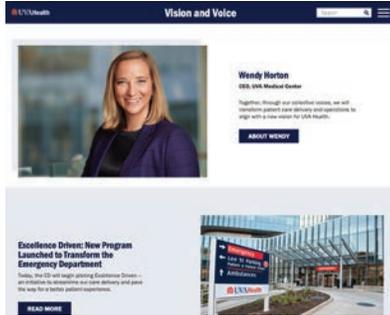
- Support is divided 25% each by UPG, School of Medicine (SOM), School of Nursing (SON), and UVA Health University Medical Center (MC).

UVA and UVA Health Publications

Highlighting the exceptional work being done across the four mission areas of Clinical Care, Education, Research, and Community to fulfill the UVA Health mission of transforming health and inspiring hope for all Virginians and beyond.



Medicine and Motion
news.med.virginia.edu



Vision and Voice
visionandvoice.uvahealth.com



EVP & COO Updates
evp-coo.virginia.edu



UVA Today
news.virginia.edu



Newsroom
newsroom.uvahealth.com



UVA Health Update
mc8yhqj3g8f7wd1f41c7htsmk8by.pub.sfmcc-content.com/v0c50yhsju0

UVA Health Employees: Be sure to also watch your email inbox for the CEO List Publication, which celebrates the incredible work of individual team members – and nominate colleagues who are doing extraordinary things!

“ UVA Physicians Group (UPG) was founded in 1979 as a supportive partner to UVA Health University Medical Center and UVA School of Medicine. For more than 40 years, UPG has been committed to improving the lives of UVA Health physicians & providers and to the mission, vision, and values of UVA Health in service to our patients throughout the region.”



950+

UVA clinical faculty members are dually employed through UPG and UVA School of Medicine's

21

clinical departments.

UPG also employs

191

advanced practice providers, including those in Clinical Practice Group locations and the School of Medicine.



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upg.virginia.edu