

UVA Physicians Group | FY 2024

YEAR IN REVIEW

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J. Scott Just, MD, MBA

UPG Chief Executive Officer



Dear Colleagues:

As I reflect on my first year as CEO of UVA Physicians Group (UPG), I am humbled by the extraordinary work being accomplished across our organization each day. The unwavering commitment to excellence shown by our outstanding clinicians, staff, and dedicated UVA Health and University partners is truly remarkable.

As the healthcare industry evolves, we will continue to face many complex challenges. In order to ensure continued success as an organization and institution, we must continue to be dedicated stewards of resources, advocates for our clinicians, champions of diversity, equity, and inclusion – both in our workplace and communities – and strategic allies with our UVA Health partners.

Above all, we must be willing to embrace change.

Many physicians (myself included), and many who work in healthcare administration and support, have tendencies toward perfectionism – we want to get everything exactly right, all the time. With our patients, this is imperative. But when it comes to our business, and in the interest of growth and long-term success, I would encourage us to be flexible as we initiate and endure a rapidly changing landscape.

On one hand, UPG, along with our UVA Health and University partners, must be willing to view our organizational and institutional future in realistic terms – understanding that change can be unpredictable and unsettling. On the other, we must be capable of embracing and harnessing this change – since it is change that drives progress in the form of innovation, technological advancement, the breaking of barriers, and the challenging of limits. And it is progress that will allow us to create a better future for our patients, our clinicians, our staff, and our communities, as we endeavor to help fulfill the shared UVA Health mission of transforming health and inspiring hope for all Virginians and beyond.

As we press forward with this change, we will undoubtedly feel growing pains. I invite you to acknowledge those pains and have the tough and necessary conversations that accompany them. At the same time, I ask you to think and talk about the growth that will result; growth that will bring more and better access to our patients and communities while accommodating the work needs, life needs, and overall well-being of our clinicians. As we look to 2025 and beyond, I invite you to join me in being active participants in the journey toward a better tomorrow.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'J' followed by a horizontal line and a small arrow pointing to the right.

J. Scott Just, MD, MBA

Chief Executive Officer, UPG

James Larner, MD

UPG President



James Larner, MD, serves as both Chair of the University of Virginia (UVA) Department of Radiation Oncology and President of UVA Physicians Group (UPG). Dr. Larner was elected as UPG President in April, 2023, by a majority vote of the clinical department chairs.

As UPG President, Dr. Larner functions as the liaison between UVA's Clinical Department Chairs, UPG's Chief Executive Officer, and the Executive Leadership of UPG. While noting that there are "significant opportunities to grow effective collaboration and physician advocacy as both UVA Health and UPG continue to evolve in the healthcare space," Dr. Larner believes that over the last year, restructured UPG leadership has contributed to a "more productive alignment and collaboration across UVA Health."

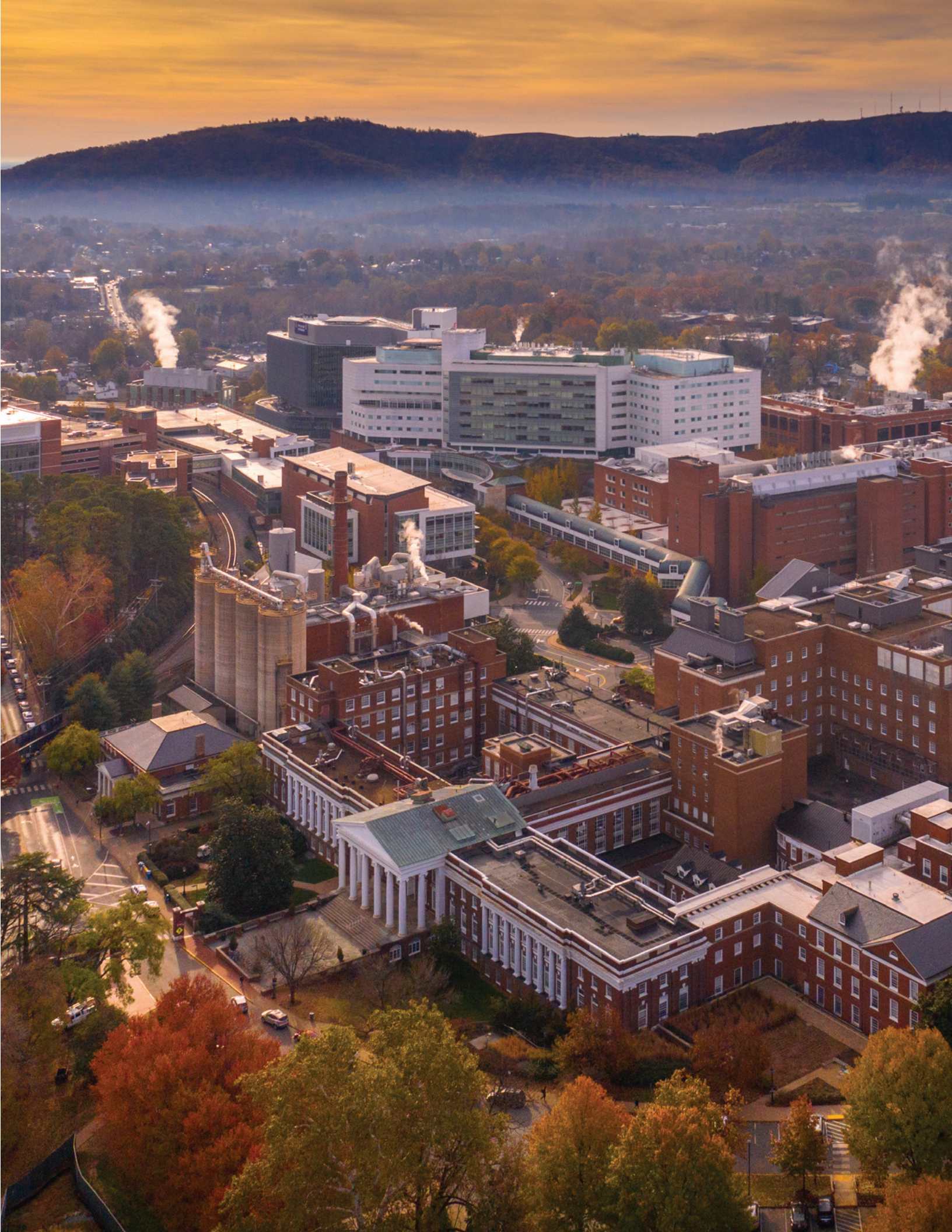
Of the role of UPG in FY25 and beyond, Dr. Larner notes that there is "great opportunity to address the strategic challenges facing the healthcare industry by establishing clear roles and lanes of collaboration between UPG, the UVA School of Medicine (SOM), and the University Medical Center (MC) while eradicating inefficiencies and redundancies."

Likening physicians to runners on a treadmill, Dr. Larner believes there is "a pressing need to slow the treadmill down, so that physicians can focus their energy on high-level decision making and patient care, and not become burdened by administrative functions."

Decreasing the administrative burden on clinicians is critical to enhancing provider well-being and restoring joy in medicine, and should be a top priority for UPG in collaboration with our UVA Health partners. Assuming oversight of the Medical Scribe program into the UPG administrative unit (effective July 1, 2024) is one initiative which demonstrates UPG's dedication in this regard. As well, continued support of Epic optimization efforts and investigating AI solutions to administrative tasks will remain essential functions of UPG.

Dr. Larner is a UVA School of Medicine (SOM) graduate, the past chair of the NIH Radiation Therapy and Biology Study Section, and was a co-leader of the Genetics and Epigenetics program at the UVA Cancer Center for more than a decade.

Outside of the lab and clinic, Dr. Larner enjoys racquet sports, restoring houses, and traveling.



Rebekah (Becky) Compton, DNP, RN, FNP-BC, MBA

UPG Chief of Clinical Operations



Rebekah (Becky) Compton, DNP, RN, FNP-BC, MBA serves as UPG’s Chief of Clinical Operations (CCO), and is both Medical Director and Director of Ambulatory Quality Improvement for the UVA Department of Family Medicine, Primary Care Center clinic.

Dr. Compton earned her Master of Science in Nursing from the UVA School of Nursing (SON), completed her Doctorate of Nursing Practice at the University of Alabama, and earned her MBA from the University of North Alabama. She joined the UVA Department of Family Medicine in 2006. In her “spare time,” Dr. Compton serves as the Advanced Practice Provider (APP) representative to the UPG Board of Directors, is heavily involved in state level engagement for Nurse Practitioner Practice, has led quality improvement teams, and continues to oversee the colposcopy elective for UVA Department of Family Medicine residents.

A board-certified family nurse practitioner, Dr. Compton cares for patients of all ages but has a particular interest in women’s health – including prenatal and preventive care.

On how she sees UPG’s Clinical Practice Group (CPG) practices contributing to the overall success of UVA Health, Dr. Compton notes that “One of CPG’s biggest value-adds is that it brings high-value primary care to our local communities while also expanding UVA Health’s presence and brand. In the big picture, our local clinics, which provide 60% of the Health System’s primary care services, are crucial in supporting its mission of transforming health and inspiring hope for all Virginians and beyond.”

Speaking to how CPG practices contribute to the overall functionality and success of the Health System’s clinical departments, Dr. Compton highlights CPG’s role as a “conduit” that allows for UVA Health to provide localized primary care, while also giving patients and providers access to specialized services and treatments that are unique to a larger healthcare system. “While patients have the freedom to choose where they get referred,” she says, “there is a significant UVA Health faculty presence in our clinics, and these faculty function as a direct line to one of the premier healthcare systems in the Commonwealth.”

Much of the improvement of CPG’s financials over the past fiscal year can be attributed to Dr. Compton’s astute leadership in her CCO role. Upon assuming this position, she immediately began analyzing every aspect of clinic services, while clarifying roles and responsibilities – including developing its first organizational chart. “Once I understood the lines of service being provided, I honed in on ensuring that we could maintain the services crucial to patient and community care and needs,” she says. “We did some restructuring, but also worked to eliminate Locums in order to improve a compensation model that would best support the recruitment and retention of top providers, and ensure that current providers receive fair and equitable pay.”

Discussing the healthcare industry at large, and what makes healthcare systems successful in the long term, Dr. Compton notes the importance of leadership “investing in local teams and growing leaders, while maintaining connection, visibility, and listening to the providers on the ground. Healthcare is so fast-paced,” she says, “and there are so many demands placed on clinical team members, in order for systems to succeed, clinicians need to feel heard. As a leader, it’s critical to ask questions like ‘Who does this decision help, and who might it harm?’ And, ‘Is this decision going to allow frontline clinicians and support staff to do their jobs easily and well?’” She concludes with the sentiment that “As a leader, I need to ensure that my approach to process improvement is thoughtful and reflective of the needs of the whole team.”

UPG Board of Directors: 2024 Updates



Jeff Burton was elected UPG Board Chair effective January 1, 2024, replacing Drew Holzwarth, who assumed the role of Immediate Past Chair.

Jeff Burton is the CEO of Jeff Burton Consulting, an investment advisor in Charlottesville, and a 1992 graduate of the University of Virginia. He is the current or former Founder and President of several area local non-profits, including H3 Baseball, the Charlottesville Tom Sox, and most recently the Burley Restoration Project. Mr. Burton has also served on boards or in advisory roles for other local non-profit organizations and for-profit businesses including UVA Athletics, Martha Jefferson Hospital, Trinity Presbyterian Church, The Covenant School, Virginia Baseball Coaches Association and Paladin Media Group.



R. Craig Wood assumed the role of Public Director to the UPG Board effective June 30, 2023.

Now retired, R. Craig Wood was a Partner with McGuireWoods in Charlottesville, Virginia. He served as the office-managing partner in the Charlottesville office from 2000-2009 and as the head of the Charlottesville office litigation department from 1990-2000. Mr. Wood earned his JD from Washington and Lee University and his BA and M.Ed. from the University of Virginia. During his time as an attorney with McGuireWoods, Mr. Wood regularly defended businesses, higher education institutions and school boards in a variety of employment and regulatory compliance matters. Mr. Wood is a highly regarded lecturer and author. He regularly speaks at the annual meetings of the National School Boards Association, the Education Law Association, the Local Government Attorneys of Virginia and the National Federation of High School Athletic Associations, and lectures on litigation and ethics matters for Virginia CLE and other state and national organizations.



Victoria Harker replaced Dr. Babur Lateef as the Board of Visitors appointed University Representative to the UPG Board effective July 1, 2023.

Victoria Harker is Executive Vice President and Chief Financial Officer for TEGNA Inc., a global \$8B media and digital communications company. Previously, she served as CFO and President of Global Business Services of the AES Corp., CFO and Treasurer of MCI (formerly WorldCom and MCI WorldCom), and CFO of the MCI Group. In the not-for-profit space, Ms. Harker also serves on several boards, primarily focused on education, access and diversity. She was appointed to the UVA Board of Visitors by Governor Robert McDonnell in 2012, where she chaired the Finance Committee and was a member of the Executive Committee, the Academic Affairs Committee, the Health System Operating Board and the Presidential Search Committee (which named James E. Ryan in 2018). Ms. Harker received her bachelor's degree in English, with a concentration in economics, from the University of Virginia, and a master's degree in business administration, with a concentration in finance, from American University. A two-time ironman triathlete, marathon runner, long-distance swimmer and golfer, she lives in McLean, Virginia.

UPG Board of Directors: 2024 Updates



Scott A. Syverud, MD assumed the role of Public Director to the UPG Board effective September 1, 2023.

Dr. Syverud is Professor Emeritus after 30 years of service in the Department of Emergency Medicine at the UVA Medical Center. He is a graduate of Michigan State University and earned his medical degree from SUNY Syracuse. Dr. Syverud completed his residency in emergency medicine at the University of Cincinnati. He has worked in rural, suburban, and urban emergency departments throughout his career, including the Culpeper Medical Center (CMC) emergency department from 2009 to 2012. Dr. Syverud helped lead the UVA forensic nurse examiner program for the last 15 years, providing expert care to rape and child abuse victims. Dr. Syverud founded the UVA Medical Scribe program, which has exposed future health care providers to various clinical environments, and which is currently being transitioned from the UVA Department of Emergency Medicine to UPG.



Vanessa H. Gregg, MD, MBA assumed the role of Physician Director to the UPG Board effective February 26, 2024. She was elected to this role by majority vote of her UPG physician peer colleagues.

Dr. Gregg is an OB-GYN and director of the UVA Division of General Obstetrics and Gynecology (as well as the Vice Chair of Faculty Development of the Department of Obstetrics and Gynecology). Born and raised in Indiana, Dr. Gregg's roles in leadership, healthcare operations, strategic planning, and a productive clinical practice make her especially well-suited for this role. She received a BA with Honors from Northwestern University, an Executive Leadership MBA from James Madison University, attended the George Washington University School of Medicine, and completed a residency in obstetrics and gynecology at UVA – where she now has an active clinical practice in Obstetrics and Gynecology.



Kirsten Greene, MD, MAS, FACS assumed the role of At-Large Physician Director to the UPG Board effective May 15, 2024. She was elected to this role by majority vote of the clinical department chairs.

Dr. Greene serves as Associate Chief Medical Officer at UVA Health. She was appointed as the Paul Mellon Professor and Chair of the UVA Department of Urology in 2019. In this position, she is honored to lead her department, care for patients with urologic malignancies and train the next generation of urologists.

Dr. Greene specializes in caring for patients with cancer of the prostate, kidney, bladder, ureter, urethra, penis, scrotum and testicles. She is interested in organ preservation and minimally invasive/robotic surgery. Other clinical interests include cancer screening, quality of life assessment and novel imaging technology. Her research efforts focus on surgical device development, robotic surgical techniques and innovations, new forms of imaging for prostate cancer, cancer outcomes research, as well as physician well-being and burnout.

Finance

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.

AND

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 2024 Progress

- UPG Management began bi-annual business meetings with the Clinical Departments and UPG Clinical Operations to strengthen the connection between the departments and the group practice while supporting their overall work, and to monitor financial performance while increasing transparency.
- UPG/UVA Health is nearing the end of the second year of the Revenue Cycle and Payor Contracting (RCPC) alignment with UVA Health. UPG teams are still highly engaged in process improvement work that supports the revenue cycle function, including the outsourcing of lockbox and transition of cash management software to an integrated Epic solution.
- FY23 financial results showed an operating surplus of \$7.9M, which was favorable to budget by \$2.3M. FY24 year to date results (10 months, through April) show an operating deficit of \$1.5M, which is favorable to budget by \$8.0M. These results reflect an increasing investment in strategic initiatives, along with a \$38.0M investment in the academic mission.
- Other process improvement work includes:
 - Reviewed real estate lease transactions, real estate taxes, and corporate insurance contracts.
 - Improved year-end accrual methodology and budget methodology for estimating Indigent Care and Medicaid Supplemental (IC/MS) funding to improve budget accuracy.
 - Partnering with the Epic IT team to improve the accuracy of data extract processes that feed the general ledger and other reporting.
 - Prepared financial modeling to support robust decision-making for various business initiatives, including clinical operations and real estate holdings.
 - Engaged with the Center for Advanced Practice, supported the transition to the new Advanced Practice Provider (APP) lease model with financial analysis and development of new budgeting processes.
 - Had a clean FY23 Financial Audit and Single Audit, a federal requirement related to UPG's receipt of federal funds from the CARES Act during 2022.





Clinical Practice Group (CPG)

UPG's Clinical Practice Group supports over 140 providers and their teams through the management of 16 primary and specialty care clinics (including therapies). They bring the UVA Health standard of quality healthcare to patients in local communities throughout Central and Northern Virginia.

FY 2024 Progress

- Exceeded UVA Health ambulatory performance targets (with 4 clinics ranking in the top 10 highest performing). These targets included patient experience, how well staff work together (teamwork), provider-initiated cancelation (bump rate), functional vacancy, first year retention, and appointment slot unitizations.



Exceeded UVA Health Ambulatory Performance Targets

With 4 clinics ranking in the Top 10 Highest Performing

- Provided care for 60% of UVA Health's Value-Based Care covered patients in 2024.
- Pediatric clinics implemented a certified Lactation Training Program, and facilitated staff development and training.
- Successfully implemented the One Team | United on Access initiative, a cross-system UVA Health/UPG partnership program, while ensuring continuity of patient care.
- Began implementation of an Epic Therapy Module. The Epic Therapy Module is an upgrade to the current electronic medical record system that is specific to physical, occupational, and speech therapy. This upgrade allows providers to be more specific and efficient with their documentation, while meeting all of the insurance and regulatory guidelines.

- Completed projects:
 - Transitioned UVA Radiology Vein and Vascular Care Gainesville to UVA Community Health.
 - Redesigned and consolidated UVA Health Primary Care Culpeper and UVA Health Specialty and Same Day Care Culpeper.
 - Relocated the UVA Health Pediatrics Culpeper Satellite Office.
 - Began planning the relocation of UVA Health Pediatrics Harrisonburg to a new site.
 - Continued to implement the Revenue Cycle and Payor Contracting (RCPC) integration.
- CPG provider and practice awards included 2 "Best in Culpeper" awards, and 5 "Patient Experience" awards.
- UVA Health Therapy Services Fontaine received an Excellence in Interprofessional Collaboration Award.
- Supported provider well-being initiatives by hiring 20 new providers: 10 in Adult Primary Care, 6 in Pediatric Primary Care, and 4 in Therapy.

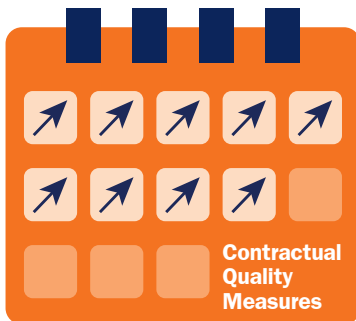


Practice Innovation

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

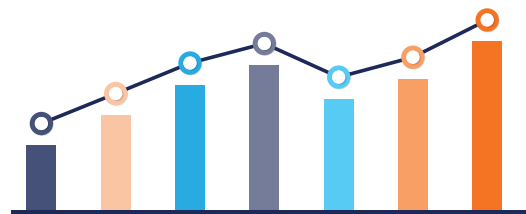
FY 2024 Progress

- Built out capabilities to improve upon the efficiency and performance of quality measures, grew direct support to clinical teams, and placed an increasing emphasis on program financials, including cost of care.
- Helped UPG see a year-over-year improvement in 9 of 13 common contractual quality measures in Calendar Year 2023: Breast and Colorectal Cancer Screening; Diabetes Care including A1C Control, Kidney Health Evaluation, and Eye Exams; Blood Pressure Control for Patients with Hypertension; Statin use for Patients with Cardiovascular Disease or Diabetes; and Medication Reconciliation Post-Discharge.



- Worked collaboratively to create secure information feeds directly to payers, to pull chart extracts to plug submission gaps, and to build the logic for automatically sending important assessment results to payers as a part of the bill for services (called CPT-IIs).

- Partnered with Epic to design a tracking tool for quality measures across contracts to provide real-time feedback on performance trends, a workflow to follow-up on gaps, and a more proactive approach to prioritizing quality improvement and coaching support for certain measures.



Epic Tracking Tool for Quality Measures

- Capitalized on the increasing utility of performance data and the engaged guidance of the Value-Based governance structure to inform a plan for team growth.
- Filled 6 new Value-Based Registered Nurse Care Coordinator (RNCC) positions to support 8 adult primary care clinics across the system. Starting in early 2024, the RNCC's developed a standard workflow for pre-visit preparation and follow-up on Medicare Annual Wellness Visits (AWV's). The initial feedback on this nurse-driven model has been overwhelmingly positive, with reports of more valuable visits from both patients and providers, more complete charting from the billing team, higher early-year quality performance from payers and an AWV completion rate of over 40%

above the same time in 2023. Due to these early successes, 3 additional RNCCs are planned for hire in the next fiscal year.

- Created a High-Value Pharmacy team, including 1 Pharmacist and 2 Pharmacy technicians, to provide direct patient outreach to identify and address barriers to medication adherence among at-risk populations, such as those with hypertension and/or diabetes.
- Daniel McCarter, MD, FAAFP, will join as the Practice Innovation Medical Director later in 2024. Dr. McCarter is well-known to the UVA community, having served in various leadership roles over 27 years prior to becoming the National Director of Primary Care Advancement at ChenMed. Along with active practice and Professorship with the Family Medicine Department, Dr. McCarter will serve as a champion



for Practice Innovation's efforts – an essential role for creating the bidirectional communication necessary for understanding of this work, and for empowering the provider voice in it.

- Partnered with Health Information Technology, Community Health, and Billing & Compliance to introduce clinicians and other team members across our system to the concept of risk adjustment coding and implement a supportive tool within our electronic health record to facilitate the capture of the clinical complexity of our patient population.
- Lacy Heiberger, UPG's Chief of Practice Innovation, was recognized as one of the Top 50 Value-Based Care Thinkers of 2024. This annual list by Pearl Health celebrates healthcare thinkers across disciplines who are leading the healthcare system's transition to value-based care.



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 2024 Progress

- Conducted annual DEI training for all UPG team members, and facilitated in-clinic group discussions allowing for a deeper dive into the four main focus areas of the training. This is a four-part, quarterly training focused on unconscious bias, allyship, cross-cultural communication, and understanding micro aggressions which is required of all current UPG employees and included in the onboarding process for new hires.
- Piloted a Mentorship Program, pairing team members with leaders including those on UPG's Executive Leadership Team. Moving forward, the Mentorship Program will occur in both the Fall and Spring of each calendar year.
- Conducted DEI Training for UPG leadership, focusing on Hiring Without Bias and Creating Psychologically Safe Spaces.
- Published a monthly UPG DEI & HR/Wellness Newsletter, the *Good Vibes Gazette*, which focuses on heritage months and holidays celebrated by underrepresented groups, 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/community events throughout UVA Health/UPG service areas including Charlottesville, Culpeper, and Augusta.
- Facilitated UPG's DEI "Lunch & Learn" program, which included hosting web-based seminars on Breaking Down Barriers, the Blue Ridge Area Food Bank, Disability Pride Month, Service Dogs of Virginia, Ageism in the Workplace, Empowering Others Through Literacy, Meals on Wheels, and Moving With Impact.
- Offered regular advice to UPG leadership through the DEI Council, and facilitated the DEI Ambassador Program to allow interested employees the opportunity for involvement in DEI-related discussions.
- Facilitated the DEI Pop Culture Club, which meets monthly to discuss books, TV shows, movies, podcasts, and other relevant topics in a virtual setting.



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 2024 Progress

- Conducted 1700 applicant screens and hired 97 candidates from July 1, 2023 to April 24, 2024.
- Partnered with UVA Community Health (UVACH) to recruit for high profile physician positions at Children’s Hospital of the King’s Daughters.
- Revamped and relaunched a new hire In-Person Orientation program.
- Conducted comprehensive HR training for new leaders.
- Implemented a Clinicians Supplemental Retirement Plan (CSRP) “Your Pension Resource,” allowing for self-service pension calculations which will result in actuarial fee savings of \$125,000/year.
- Implemented a joint UPG/School of Medicine (SOM) Provider Onboarding Workgroup.
- Focused on improving the new hire onboarding experience, to enforce UVA/UVA Health/UPG as the “employer of choice.”
- Utilized Workday to automate the Schedule of Compensation (SOC) process, saving 400+ hours of staff time.
- Developed a new and improved employee relations process in partnership with the UPG Continuous Improvement team.
- Relaunched UPG’s Live-Well program, a robust wellness resource for UPG employees that cultivates employee experiences to provide resources, education, and engagement in wellness. In addition to HR “Lunch & Learns:” virtual wellness-based training classes (including exercise and meditation) are hosted regularly. A 6-month benchmark survey showed that 63% of participants feel the program is impacting their work-life balance positively, while 26% feel it has increased their work engagement level.
- Combined the monthly HR/Wellness and DEI newsletters into a single, reimagined publication.

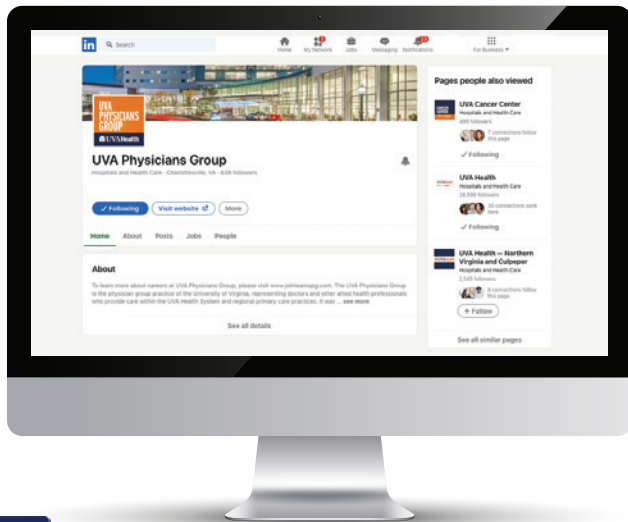


Communications

Serving to keep UPG clinical, administrative, and governance constituents and partners informed about internal organizational business; partnering with UVA Health Office of Strategic Marketing and Communications to align on system-level communications; and offering opportunities for Physician and Advanced Practice Providers to engage in meaningful conversation with their UPG governance and business representatives.

FY 2024 Progress

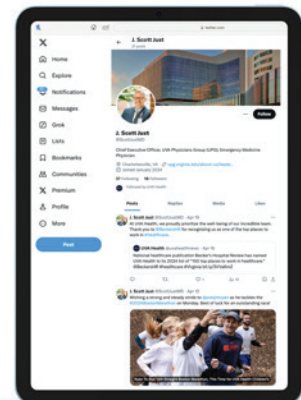
- Focused on “decreasing the distance” by hosting regular open forums for all UPG providers and employees to discuss top priorities with their governance representatives and executive leaders.
- Maintained a robust UPG internal (employee-facing) website in the interest of clarity, user experience, and transparency – including posting video recordings of all-hands meetings and key messages from governance meetings for various stakeholder groups.
- Published monthly newsletters to all internal stakeholders from the UPG CEO.
- Boosted UPG’s social media presence to support recruitment, retention, and recognition.
- Supported system-level initiatives from an internal communications perspective – with focus on transparency and collaborative partnership.
- Fostered robust and productive partnership with the UVA Health Office of Strategic Marketing and Communications team to support an aligned approach to employee communications across UVA Health.
- Coordinated the production of multiple clinician and staff team “spotlight” videos, highlighting organizational functions and services.



linkedin.com/company/uva-physicians-group



facebook.com/UVAPhysiciansGroup



twitter.com/ScottJustMD

Facilities Management

Ensuring the functionality, comfort, safety, sustainability, and efficiency of UPG's buildings and their surrounding infrastructure, while working with UPG and UVA Health teams and leaders to identify and address areas of inefficiency by eliminating waste and streamlining resources.

FY 2024 Progress

- *Augusta Professional Park medical office building in Fishersville, VA*
 - Replaced two boilers creating redundancy and replaced four HVAC rooftop units.
 - Completed due diligence in preparation for replacement of the building's windows and siding to address water leakage and temperature control issues.
 - Built out a new retail pharmacy for UVA Health and renovated the existing Oncology pharmacy as requested by UVA Health.
- *UVA Health Stuarts Draft Family Practice*
 - Replaced the aging roof.
 - Installed a Close-Circuit CCTV video monitoring system to enhance safety and security of the property, staff, and patients.
- *UVA Health Primary Care Waynesboro*
 - Installed a Close-Circuit (CCTV) video monitoring system. Installed new all-weather exterior stairs for staff from lower parking area to the clinic.
- *UVA Health Pediatrics Harrisonburg*
 - Began planning for a larger clinic space to consolidate two smaller clinics, including laying out a new floorplan and identifying several potential site locations for consideration.
- *Sharon L. Hostler Child Development Center*
 - Repaired and replaced parts of the playground, including the installation of new playground equipment.

Avon Street Office Space Short-Term Use Arrangement

In April 2024, ongoing construction at Fontaine Research Park resulted in an immediate need for a group of Medical Center (MC) employees, located in impacted areas at Fontaine, to be temporarily relocated to other available workspaces. In order to assist the MC in this relocation, UPG offered to accommodate a number of these impacted employees at its Avon Street offices, under a short-term license agreement. On short notice, UPG's

Facilities, IT, Finance, and Legal teams, along with UPG and MC management, promptly and efficiently implemented a transition plan, and impacted MC team members are now effectively utilizing UPG's Avon Street offices. The license agreement is initially expected to run from early May through summer 2024, and it allows for extensions should the work at Fontaine run into the fall.

Legal Affairs

Responsible for keeping organizational operations compliant with all relevant state and federal laws and regulations, while processing contracts and agreements, assisting with regular financial audits, and providing corporate secretarial duties to the Board of Directors.

FY 2024 Progress

- Worked closely with clinical department leadership to carry out new clinical initiatives and undertakings while continuing, modifying, or in some cases terminating those already in place.
- Processed over 400 contracts and agreements between March 1, 2023 and March 1, 2024. These contracts and agreements have assisted in UPG initiatives that enable the organization to carry out its not-for-profit mission of providing care to those who need it most, and those who may not have the financial means to otherwise afford it. These contracts and agreements also help UPG to function more efficiently, while providing a diverse range of care and services to the public, and providing an effective and improved work place for UPG employees.
- Reviewed insurance at various leased locations, and assisted with UPG's financial audit.
- Revised UPG's Audit Committee charter, and partnered with the UVA Health Chief Corporate Compliance and Privacy Office to codify a larger vision around compliance at a more systemic level.
- Alfred Wilson, Corporate Paralegal, Legal Affairs, was chosen by the UVA Health Office of Diversity and Community Engagement as one of 2024's five Rev. Dr. Martin Luther King Jr., UVA Health Award winners. Award recipients are chosen for demonstrating a deep commitment to diversity, equity, and inclusion initiatives.





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 2024 Progress

- Worked with UPG's Information Technology (IT) team, UVA Health Decision Support, and the School of Medicine (SOM)'s Business Intelligence team to develop a Current Procedural Terminology (CPT) Coding Dashboard. So far, this project has resulted in the reporting of daily Work Relative Value Units (wRVUs) actual values by department to the data portal. This allows the Enterprise Coding team to make real-time staffing decisions as a result of timely data.
- Led the development of an Employee Relations Process Map to provide team members at all levels guidance and direction on a variety of Employee Relations issues. The average lead time to resolve an issue was reduced from 5 days closer to the desired standard of 2 days.
- Developed a Visual Management Dashboard for the clinical department Certified Professional Coders (CPC) and Revenue Cycle (RC) leadership. This dashboard can be used to determine both a daily and a month-to-date comparison of actual Work Relative Value Units (wRVUs) to benchmarks and budgets. This suite of reports can also be used to help the SOM Clinical Department Chairs and Administrators manage their business and assist in evaluating productivity across the group practice.
- Helped establish a robust cost allocation process for leased employees, bridging the gap between operational activities and financial management, and enabling budget planning and strategic decision-making.
- Ongoing projects:
 - Working with HR to create an onboarding process for UPG's dually employed clinical faculty members that is transparent, seamless, and instills a confidence in providers that UVA Health is the best place to work, in alignment with the UVA Health strategic plan.



Integrated Services

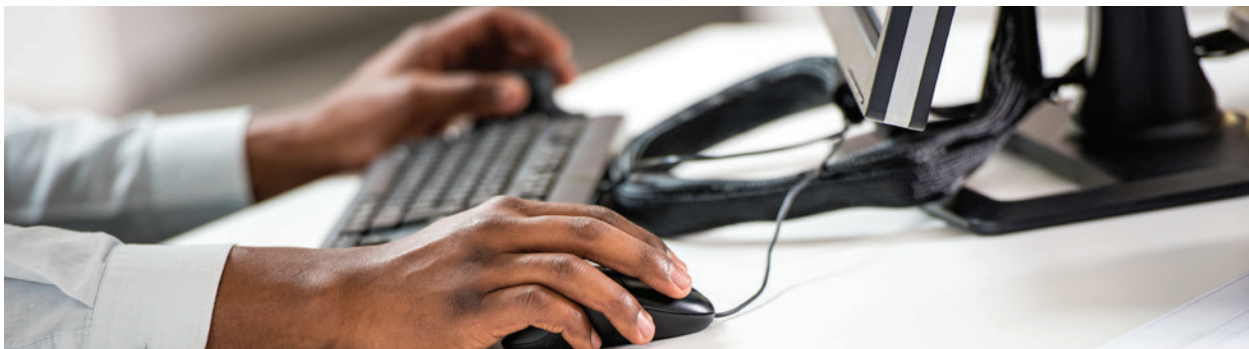
Many UPG team members work in integrated units with colleagues across UVA Health entities to provide aligned and exceptional service to our UVA clinicians and communities. Among these combined teams are:

FY 2024 Progress

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.

- Worked with UPG's Continuous Improvement team, UVA Health Decision Support, and the School of Medicine (SOM)'s Business Intelligence team to develop a Current Procedural Terminology (CPT) Coding Dashboard.
- Completed projects (in Anaplan, a UVA Health-used business planning software):
 - Mapped budgeted Work Relative Value Units (wRVUs) by provider to the SOM roster, to allow for more accurate variance reporting by clinical department.
 - Mapped actual wRVUs to a new business hierarchy to allow for reporting by Ancillary, Medical, and Surgical clinical categories across the clinical departments, as well as reporting by Primary and Specialty care across UPG's Clinical Practice Group (CPG) practices.
 - Aligned the Cost Center hierarchy with the Provider Grouping hierarchy. This allows for the proper reassignment of providers within the Provider Grouping hierarchy to be reflected throughout the Cost Center hierarchy.
- Supported the migration of UPG's historical document management system to a new cloud based system with newer technology and features to support the growing contract portfolio of UPG's legal team.
- Upgraded UPG's IT inventory, software, and asset tracking system.
- In partnership with the Professional Billing Team, supported and performed the merge of enterprises in UPG's Claims Manager system to facilitate appropriate filing of professional billing claims.
- In partnership with the Medical Center, supported the transition from the Revenue Control System used for payment posting to the Epic Cash Management module, to gain efficiencies in payment posting and reconciliation.



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.

- Improved UPG's Payor Platform by implementing Clinical Document Exchange functionality with Humana, United HealthCare, Aetna, and Anthem.
 - Continued to improve the Professional Billing (PB) team's automated Claims Attachment system, reducing the associated manual workload.
 - Supported the move to a new Interactive Voice Response (IVR) system for patient payments.
- This automated phone system technology allows incoming callers to access information via a voice response system of pre-recorded messages, as well as to utilize menu options via touch tone keypad selection or speech recognition to have their call routed to specific departments or specialists.
- Configured Payor Contracts in Epic.

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 (PB)

- Consolidated the payment posting function with the hospital payments team. This has enabled both Hospital Billing (HB) and Professional Billing (PB) to have bench strength while posting payments.
- The Denials Team implemented a vendor to assist with the high volume of denials and Accounts Receivable (AR) follow ups. This vendor has performed well and operates as an extension of the PB business office. The volume of accounts this vendor worked has resulted in higher payments for UPG.
- Updated Managed Care Contracts in Epic, which gives more meaning to the net collection ratio metric. It also enables UPG to monitor underpayments directly in Epic.
- *Guidehouse* (a consulting firm) is working on reducing pre-authorization adjustments. They have improved a process in Radiology that should reduce adjustments. They are also working with teams in the Operating Room (OR) to create a process that updates pre-authorization when a surgeon changes the procedure in the OR.

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

PATIENT-FRIENDLY BILLING (PFB)

- Launched Go-Green Paperless Billing for MyChart users. The switch to paperless statements has decreased the expense associated with paper statements while allowing patients to access and engage with their records digitally whenever and wherever they choose.
- Successfully implemented an Early-Out vendor. This vendor supports collection efforts on patient accounts with balances that are due either from lack of insurance or underinsurance.
- Onboarded a third-party collection agency (DCMS) with a primary focus on resolving estate debt on behalf of UVA Health.
- Transitioned phone systems from ACC to Genesys Cloud Communications. For UVA Health patients,

this upgrade will create a familiar customer service experience by implementing a standardized phone menu across all ambulatory clinics. A new integration with Epic will allow callers to enter their identifying account information before connecting with an agent, expediting the scheduling and triaging processes. An additional new self-service scheduling feature will allow callers to hear appointment details, confirm appointments, and cancel appointments without needing to wait in a queue to be connected with to a live agent.

- Continued to reduce PFB's cost through attrition (4 Full-Time Employees) and process improvement efforts.

ENTERPRISE CODING (EC)

- Continued to reduce the amounts of Pre-Accounts Receivable (i.e., unbilled professional charges). From July 2023 to March 2024 (9 months), EC has been at or below 2.0 days in Pre-AR seven times on the last working day of the calendar month.
- Reduced the Average Charge Lag (i.e., the days between the service date and the time to bill) from 6.8 in April 2023 to 5.8 in March 2024.
- Thoroughly reviewed the professional coding process, and the design and operations of the

denial Workqueue (WQ), significantly reducing the volume and age of denials. Volume in the WQ decreased from 2,000+ to roughly 550 (with an average denial age of approximately 4 days).

- Continued to reduce EC cost through coder attrition (19 Full-Time Employees).
- Collaborated with Guidehouse (a consulting firm) to identify and resolve opportunities through resident write offs.

PAYOR CONTRACTING

This program has successfully transitioned to become an integrated business area at UVA Health, representing a united approach to payor contracts.

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.
- Effective FY24, UPG supports two additional 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 University Medical Center (MC).

Medical Scribe Program

Decreasing the administrative burden on clinicians is critical to enhancing provider well-being and restoring joy in medicine, and is a top priority for UPG in collaboration with our UVA Health partners.

- Oversight and management of the Medical Scribe Program will be transitioning from the UVA Department of Emergency Medicine to UPG, effective July 1, 2024. Post-transition, Scribe-related budget, finance, administrative, hiring, processing, training, and human resources services will all be managed by UPG, while the program's services will remain identical to its current offerings.

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 in 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.sfm-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.”



1100+

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

20

 clinical departments.

UPG also employs **160+**

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

40+

Clinical Practice Group physicians.



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