

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS  
MEETING OF THE  
MEDICAL CENTER  
OPERATING BOARD  
FOR THE UNIVERSITY OF  
VIRGINIA MEDICAL CENTER  
SEPTEMBER 11, 2014**

UNIVERSITY OF VIRGINIA  
MEDICAL CENTER OPERATING BOARD

Thursday, September 11, 2014  
8:15 am - 11:15 am  
Kaleidoscope Room, Newcomb Hall

Committee Members:

Stephen P. Long, M.D., Co-Chair	
Edward D. Miller, M.D., Co-Chair	
L.D. Britt, M.D.	Constance R. Kincheloe
Victoria D. Harker	George Keith Martin
Michael M.E. Johns, M.D.	Charles W. Moorman
William P. Kanto Jr., M.D.	The Hon. Lewis F. Payne

Ex Officio Members:

Teresa A. Sullivan	Patrick D. Hogan
Nancy E. Dunlap, M.D.	Richard P. Shannon, M.D.
Dorrie K. Fontaine	John D. Simon
Robert S. Gibson, M.D.	Pamela M. Sutton-Wallace

AGENDA

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I. OPENING COMMENTS FROM THE CO-CHAIRS	
II. REMARKS FROM THE EXECUTIVE VICE PRESIDENT FOR HEALTH AFFAIRS	
III. MEDICAL CENTER AND HEALTH SYSTEM FINANCE REPORT (Dr. Shannon to introduce Mr. Larry L. Fitzgerald; Mr. Fitzgerald to report)	1
IV. EXECUTIVE SESSION	
• Discussion of proprietary, business-related information pertaining to the operations of the Medical Center, where disclosure at this time would adversely affect the competitive position of the Medical Center, specifically:	
- Strategic personnel, financial, and market and resource considerations and efforts, including: potential joint ventures or affiliations; other marketing and growth efforts including population health and other clinical initiatives; review of Health System Clinical Strategy Performance Dashboard and other performance measures and metrics;	

- Confidential information and data related to the adequacy and quality of professional services, competency, and qualifications for professional staff privileges, and patient safety in clinical care, for the purpose of improving patient care;
- Consultation with legal counsel regarding compliance with relevant federal and state legal requirements, licensure, legislative, and accreditation standards; all of which will involve proprietary business information and evaluation of the performance of specific personnel.

The relevant exemptions to the Virginia Freedom of Information Act authorizing the discussion and consultation described above are provided for in Section 2.2-3711(A) (1), (6), (7), (8) and (22) of the Code of Virginia. The meeting of the Medical Center Operating Board is further privileged under Section 8.01-581.17 of the Code of Virginia.

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V. RETURN TO PUBLIC SESSION	
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B. Dean, School of Medicine's Remarks (Nancy E. Dunlap, M.D.)	10
C. Dean, School of Nursing's Remarks (Dorrie K. Fontaine)	11
D. Operations Report (Dr. Shannon to introduce Mr. Robert H. Cofield; Mr. Cofield to report)	12
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G. Health System Development (Dr. Shannon to introduce Ms. Karen Rendleman; Ms. Rendleman to report)	30

UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: III. Medical Center and Health System  
Finance Report

BACKGROUND: The Medical Center prepares a periodic financial report, including write-offs of bad debt and indigent care, and reviews it with the Executive Vice President for Health Affairs of the University before submitting the report to the Medical Center Operating Board (MCOB). In addition, the Executive Vice President for Health Affairs reviews the consolidated financials of the Health System.

Larry L. Fitzgerald is the Health System's Chief Financial and Business Development Officer. He has held similar positions with the University of Pittsburgh Medical Center and American Medical International. He has extensive experience with health care mergers and acquisitions, the Medicare and Medicaid programs, and strategic planning.

DISCUSSION:

MEDICAL CENTER FINANCE REPORT

After a full year of operations in FY 2014, the preliminary, unaudited operating margin for all business units was 5.6%, which was above the budget of 4.6%.

For FY 2014, inpatient admissions were 4.6% below budget and 2.5% below the prior year. Case mix adjusted average length of stay was 2.74 days, which was above the budget of 2.62 days and equal to the prior year case mix adjusted average length of stay. Outpatient clinic visits were 0.8% below budget but 4.1% above the prior year. Visits to the Emergency Room were 5.6% below budget and 3.7% below the prior year.

Total unaudited operating revenue was \$1.312 billion for FY 2014, which was 2.9% above budget and 5.9% higher than the prior year. Total operating expenses were 1.9% above the budget and 6.8% above FY 2013 expenses, primarily due to increased costs of medical supplies and pharmaceuticals.

Total paid employees, including contracted employees, were 168 below budget.

	<u>FY 2013</u>	<u>FY 2014</u>	<u>2014 Budget</u>
Employee FTEs	6,668	6,861	7,030
Salary, Wage and Benefit Cost per FTE	\$76,136	\$78,308	\$78,692
Contract Labor FTEs	218	169	168
Total FTEs	6,886	7,030	7,198

OTHER FINANCIAL UPDATES

Well Virginia, UVA's Medicare Fee-For-Service Accountable Care Organization (ACO), has been in operation since January 1, 2014. Well Virginia is an ACO operating pursuant to the Medicare Shared Savings Program and is non-risk bearing for the first three years of operations. Since the last MCOB meeting, we have hired a full-time administrator and a half-time Medical Director. Over the next few months, decisions will be made about information systems.

**University of Virginia Medical Center**  
**Income Statement**  
(Dollars in Millions)

Description	Most Recent Three Fiscal Years			Budget/Target
	Jun-12	Jun-13	Jun-14	Jun-14
Net patient revenue	\$1,115.8	\$1,165.7	\$1,237.1	\$1,234.1
Other revenue	<u>68.7</u>	<u>73.9</u>	<u>75.1</u>	<u>40.7</u>
Total operating revenue	<u>\$1,184.5</u>	<u>\$1,239.6</u>	<u>\$1,312.2</u>	<u>\$1,274.8</u>
Operating expenses	1,026.8	1,069.2	1,141.2	1,110.2
Depreciation	72.9	80.2	83.3	88.0
Interest expense	<u>7.1</u>	<u>10.9</u>	<u>14.6</u>	<u>17.5</u>
Total operating expenses	<u>\$1,106.8</u>	<u>\$1,160.3</u>	<u>\$1,239.1</u>	<u>\$1,215.7</u>
Operating income (loss)	<u>\$77.7</u>	<u>\$79.3</u>	<u>\$73.1</u>	<u>\$59.1</u>
Non-operating income (loss)	<u>\$7.8</u>	<u>\$23.3</u>	<u>\$64.7</u>	<u>\$13.3</u>
Net income (loss)	<u>\$85.5</u>	<u>\$102.6</u>	<u>\$137.8</u>	<u>\$72.4</u>
Principal payment	\$24.5	\$28.1	\$11.5	\$11.5

**University of Virginia Medical Center**

**Balance Sheet**

(Dollars in Millions)

Description	Most Recent Three Fiscal Years		
	Jun-12	Jun-13	Jun-14
<b>Assets</b>			
Operating cash and investments	\$107.8	\$176.8	\$258.4
Patient accounts receivables	124.9	121.9	151.8
Property, plant and equipment	731.7	768.9	820.5
Depreciation reserve and other investments	245.1	205.6	209.9
Endowment Funds	418.2	463.9	539.9
Other assets	<u>265.4</u>	<u>239.9</u>	<u>249.1</u>
<b>Total Assets</b>	<u>\$1,893.1</u>	<u>\$1,977.0</u>	<u>\$2,229.6</u>
<b>Liabilities</b>			
Current portion long-term debt	\$32.1	\$32.4	\$19.2
Accounts payable & other liab	144.5	133.2	147.7
Long-term debt	398.8	390.5	466.8
Accrued leave and other LT liab	<u>118.1</u>	<u>124.1</u>	<u>162.1</u>
<b>Total Liabilities</b>	<u>\$693.5</u>	<u>\$680.2</u>	<u>\$795.8</u>
<b>Fund Balance</b>	<u>\$1,199.6</u>	<u>\$1,296.8</u>	<u>\$1,433.8</u>
<b>Total Liabilities &amp; Fund Balance</b>	<u>\$1,893.1</u>	<u>\$1,977.0</u>	<u>\$2,229.6</u>

**University of Virginia Medical Center  
Financial Ratios**

Description	Most Recent Three Fiscal Years			Budget/Target
	Jun-12	Jun-13	Jun-14	Jun-14
Operating margin (%)	6.6%	6.4%	5.6%	4.6%
Total margin (%)	7.2%	8.1%	10.0%	5.6%
Current ratio (x)	1.3	1.8	2.5	2.4
Days cash on hand (days)	169.0	202.5	229.4	190.0
Gross accounts receivable (days)	49.3	45.8	47.4	45.0
Annual debt service coverage (x)	5.2	5.0	9.0	5.2
Debt-to-capitalization (%)	33.8%	31.9%	34.3%	31.8%
Capital expense (%)	7.2%	7.9%	7.9%	8.7%

**University of Virginia Medical Center  
Operating Statistics**

Description	Most Recent Three Fiscal Years			Budget/Target
	Jun-12	Jun-13	Jun-14	Jun-14
Acute Admissions	28,706	29,197	28,476	29,856
Patient days	170,893	169,879	172,253	171,690
SS/PP Patients	10,584	10,045	9,259	10,167
Average length of stay	5.82	5.62	5.75	5.45
Clinic visits	757,471	764,197	795,427	801,550
ER visits	61,596	60,810	58,544	62,000
Medicare case mix index	2.10	2.05	2.10	2.08
FTE's (including contract labor)	6,757	6,886	7,030	7,198

University of Virginia Medical Center  
**SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES**  
 Fiscal Year to Date with Comparative Figures for Prior Year to Date - June FY2014  
 OPERATING STATISTICAL MEASURES - June 2014 (Unaudited)

ADMISSIONS and CASE MIX - Year to Date					OTHER INSTITUTIONAL MEASURES - Year to Date				
	Actual	Budget	% Variance	Prior Year		Actual	Budget	% Variance	Prior Year
<b>ADMISSIONS:</b>					<b>ACUTE INPATIENTS:</b>				
Adult	24,180	25,217	(4.1%)	24,772	Inpatient Days	172,253	171,690	0.3%	169,879
Pediatrics	2,805	3,063	(8.4%)	2,956	Average Length of Stay CMI and Volume Adj.	2.74	2.62	(4.6%)	2.74
Psychiatric	1,175	1,178	(0.3%)	1,137	Average Daily Census	472	471	0.2%	465
Transitional Care	316	398	(20.6%)	332	Births	1,717	1,662	3.3%	1,572
Subtotal Acute	28,476	29,856	(4.6%)	29,197	<b>OUTPATIENTS:</b>				
Short Stay/Post Procedure	9,259	10,167	(8.9%)	10,045	Clinic Visits	795,427	801,550	(0.8%)	764,197
					Average Daily Visits	3,369	3,407	(1.1%)	3,280
Total Admissions	37,735	40,023	(5.7%)	39,242	Emergency Room Visits	58,544	62,000	(5.6%)	60,810
Adjusted Admissions	55,699	55,662	0.1%	54,640	<b>SURGICAL CASES</b>				
<b>CASE MIX INDEX:</b>					Main Operating Room (IP and OP)	19,836	20,200	(1.8%)	19,512
All Acute Inpatients	1.99	1.95	2.1%	1.91	UVA Outpatient Surgery Center	9,956	10,200	(2.4%)	10,067
Medicare Inpatients	2.10	2.08	1.0%	2.05	Total	29,792	30,400	(2.0%)	29,579

OPERATING FINANCIAL MEASURES - June 2014 (Unaudited)									
REVENUES and EXPENSES - Year to Date					OTHER INSTITUTIONAL MEASURES - Year to Date				
	Actual	Budget	% Variance	Prior Year		Actual	Budget	% Variance	Prior Year
(\$s in thousands)					(\$s in thousands)				
<b>NET REVENUES:</b>					<b>NET REVENUE BY PAYOR:</b>				
Net Patient Service Revenue	1,237,221	1,234,157	0.2%	1,165,689	Medicare	\$ 383,925	\$ 405,497	(5.3%)	\$ 383,001
Other Operating Revenue	75,173	40,684	84.8%	73,964	Medicaid	253,005	255,151	(0.8%)	240,996
Total	\$ 1,312,394	\$ 1,274,841	2.9%	\$ 1,239,653	Commercial Insurance	198,655	204,597	(2.9%)	193,246
<b>EXPENSES:</b>					Anthem	253,841	225,835	12.4%	213,307
Salaries, Wages & Contract Labor	550,156	\$ 567,124	3.0%	528,480	Aetna	84,849	80,973	4.8%	76,481
Supplies	287,465	256,023	(12.3%)	272,280	Other	62,946	62,104	1.4%	58,658
Contracts & Purchased Services	303,851	287,098	(5.8%)	268,455	Total Paying Patient Revenue	\$ 1,237,221	\$ 1,234,157	0.2%	\$ 1,165,689
Depreciation	83,260	88,026	5.4%	80,187	<b>OTHER:</b>				
Interest Expense	14,652	17,484	16.2%	10,956	Collection % of Gross Billings	31.10%	31.01%	0.3%	33.27%
Total	\$ 1,239,384	\$ 1,215,755	(1.9%)	\$ 1,160,358	Days of Revenue in Receivables (Gross)	47.4	45.0	(5.3%)	45.8
Operating Income	\$ 73,010	\$ 59,086	23.6%	\$ 79,295	Cost per CMI Adjusted Admission	\$ 11,224	\$ 11,255	0.3%	\$ 11,191
Operating Margin %	5.6%	4.6%		6.4%	Total F.T.E.'s (including Contract Labor)	7,030	7,198	2.3%	6,886
Non-Operating Revenue	\$ 64,743	\$ 13,335	385.5%	\$ 23,334	F.T.E.'s Per CMI Adjusted Admission	23.24	24.32	4.4%	24.24
Net Income	\$ 137,753	\$ 72,421	90.2%	\$ 102,629					

University of Virginia Medical Center

**SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES**

Fiscal Year to Date with Comparative Figures for Prior Year to Date - June 30, 2013

**Assumptions - Operating Statistical Measures**

**Admissions and Case Mix Assumptions**

Admissions include all admissions except normal newborns

Pediatric cases are those discharged from 7 West, 7 Central, NICU, PICU and KCRC

Psychiatric cases are those discharged from 5 East

TCH cases are those discharged from the TCH, excluding any Medicare interrupted stays

All other cases are reported as Adult

Short Stay Admissions include both short stay and post procedure patients

Case Mix Index for All Acute Inpatients is All Payor Case Mix Index from Stat Report

**Other Institutional Measures Assumptions**

Patient Days, ALOS and ADC figures include all patients except normal newborns

Surgical Cases are the number of patients/cases, regardless of the number of procedures performed on that patient

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**Assumptions - Operating Financial Measures**

**Revenues and Expenses Assumptions:**

Medicaid out of state is included in Medicaid

Medicaid HMOs are included in Medicaid

Physician portion of DSH is included in Other

Non-recurring revenue is included

**Other Institutional Measures Assumptions**

Collection % of Gross Billings includes appropriations

Days of Revenue in Receivables (Gross) is the BOV definition

Cost per CMI Adjusted Discharge uses All Payor CMI to adjust

# MEDICAL CENTER

## ACCOUNTS COMMITTEE REPORT

(Includes All Business Units)  
(Dollars in Thousands)

	Year to Date	Annual Activity	
<u>INDIGENT CARE (IC)</u>	<u>June</u> <u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>
Net Charge Write-Off	<u>259,028</u>	<u>234,088</u>	<u>207,515</u>
Percentage of Net Write-Offs to Revenue	6.51%	6.66%	6.46%
 Total Reimbursable Indigent Care Cost	 <u>91,722</u>	 <u>82,890</u>	 <u>73,481</u>
 State and Federal Funding	 87,980	 79,509	 70,483
Total Indigent Care Cost Funding As a Percent of Total Indigent Care Cost	96%	96%	96%
 Unfunded Indigent Cost	 <u>3,742.25</u>	 <u>3,381.93</u>	 <u>2,998.03</u>
<u>BAD DEBT</u>	<u>June</u> <u>2013-14</u>	Annual Activity	
<u>BAD DEBT</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>
Net Charge Write-Offs	<u>43,871</u>	<u>26,891</u>	<u>30,942</u>
Percentage of Net Write-Offs to Revenue	1.10%	0.77%	0.96%

Note:

Provisions for bad debt write-offs and indigent care write-offs are recorded for financial statement purposes based on the overall collectibility of the patient accounts receivable. These provisions differ from the actual write-offs of bad debts and indigent care which occur at the time an individual account is written off.

UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: V.A. Chief Executive Officer's Remarks

ACTION REQUIRED: None

BACKGROUND: Pamela Sutton-Wallace is the Chief Executive Officer for the University of Virginia Medical Center. Before assuming this position on July 1, 2014, she served as Senior Vice President for Hospital Operations of Duke University Hospital where she was responsible for several key operational areas, including Perioperative, Emergency/Trauma, Diagnostic, Medical-Surgical Critical Care, and Facility and Support Services. Ms. Sutton-Wallace joined Duke in 1997 as an administrative fellow and held several management positions during her 17-year tenure at the Duke University Health System.

DISCUSSION: The Chief Executive Officer of the Medical Center will inform the MCOB of recent events that do not require formal action.

UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: V.B. Dean, School of Medicine's Remarks

ACTION REQUIRED: None

BACKGROUND: Nancy E. Dunlap, M.D., is the Dean of the School of Medicine. Prior to joining the University of Virginia, she served as physician-in-residence with the National Governors Association Center for Best Practices in Washington, D.C. Previously, she held numerous appointments with increasing responsibilities at the University of Alabama at Birmingham (UAB). Dr. Dunlap received a Bachelor of Arts degree from Wellesley College, a medical degree from Duke University, a doctoral degree in microbiology from UAB, and a master of business administration degree with distinction from the University of Michigan at Ann Arbor.

DISCUSSION: The Dean of the School of Medicine will inform the MCOB of recent events that do not require formal action.

UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: V.C. Dean, School of Nursing's Remarks

ACTION REQUIRED: None

BACKGROUND: Dorrie K. Fontaine, RN, PhD, FAAN, is the Dean of the School of Nursing. She received her bachelor of science degree in nursing from Villanova University, a master's degree from the University of Maryland, and her doctoral degree from the Catholic University of America in Washington, DC. Prior to her 2008 appointment at U.Va., Fontaine was associate dean for academic programs and clinical professor at the University of California San Francisco (UCSF). Before going to UCSF, she held associate dean positions and taught at Georgetown University School of Nursing.

DISCUSSION: The Dean of the School of Nursing will inform the MCOB of recent events that do not require formal action.

UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: V.D. Operations Report

ACTION REQUIRED: None

BACKGROUND: The Medical Center provides a report of significant operations of the Medical Center occurring since the last MCOB meeting.

Robert H. (Bo) Cofield has served as the Medical Center's Associate Vice President for Hospital and Clinics Operations since February 2010. In this position, he is responsible for the effective daily operations of the Medical Center's inpatient and outpatient clinical services. Before coming to the University of Virginia, he served for 10 years in a variety of leadership roles at the University of Alabama at Birmingham Health System.

DISCUSSION:

Clinical Operations

*Ambulatory Operations*

In May 2014, the UVA Care Connection program exceeded 50,000 appointments made since January 2010. During FY 2014, over 20,000 appointments were made. Operational changes have resulted in an increase of primary care visits being made through UVA Care Connection, allowing clinic staff to focus on the patients present in the clinic. Family Medicine Primary Care Center, University Medical Associates, and the Dermatology clinic accounted for nearly 42% of all UVA Care Connection visits in FY 2014.

Patient satisfaction improved during the fiscal year to the 60<sup>th</sup> percentile with an overall outpatient clinic score of 91.6. The clinics ranked in the 53<sup>rd</sup> and 47<sup>th</sup> percentiles for FY 2013 and 2012, respectively. The increase in scores can be attributed to ongoing efforts to improve clinic operations and impact the patient experience.

## *Patient Care Services*

Maggie Short, RN, MSN, NEA-BC, Administrator for Community Services and Continuum Home Health, was elected to the board of the National Association for Home Care and Hospice. In this position, she serves as the representative for Virginia, Pennsylvania, Maryland, West Virginia, and Washington, D.C.

With the dramatic increase in Solid Organ Transplant outcomes, the Transplant Center has regained Center of Excellence status with several major insurance carriers, including OptumHealth, Blue Cross, Aetna, and Kaiser Permanente. These contracts will be vital to the planned growth strategy for the Transplant Center over the next three to five years.

The National Association of Epilepsy Centers (NAEC) recognized U.Va.'s F.E. Dreifuss Comprehensive Epilepsy Program as a Level 4 Center, providing more complex forms of intensive neurodiagnostic monitoring, as well as more extensive medical, neuropsychological, and psychosocial treatment. Level 4 centers also offer a complete evaluation for epilepsy surgery, including intracranial electrodes, and provide a broad range of surgical procedures for epilepsy.

Neurologist Erin Pennock Foff, MD, PhD has been named one of the recipients of the 2013 Hartwell Individual Biomedical Research Award to benefit children of the United States. She will receive \$100,000 in direct annual research support from the Hartwell Foundation for three years. The award is intended to inspire innovation and achievement among exceptional scientists and engineers who are pursuing cutting-edge biomedical research.

The Medical Center has been approved as a clinical care center by the VHL Alliance. Von Hippel-Lindau (VHL) disease is a rare, autosomal dominant genetic condition that predisposes individuals to benign and malignant tumors. The goals of the Clinical Care Program of the VHL Alliance are:

- To improve diagnosis and treatment of VHL.
- To provide coordination of care across medical specialties.
- To provide resource centers for patients and physicians who are new to VHL.
- To provide a ready channel for communicating advances to these centers of expertise.
- To provide a model that can be replicated elsewhere.

Chris Shaffrey, MD, a U.Va. neurosurgeon, has been named one of North America's top 28 spine surgeons. The list is based on a telephone survey "of thought leaders in the field," according to *Orthopedics This Week*. One survey respondent described Dr. Shaffrey, who is board-certified in both neurosurgery and orthopedic surgery, as "the go-to-guy on the East Coast, and is [a] real innovator."

The Pediatric Epilepsy Monitoring Unit opened in August 2013. Prior to this, pediatric patients were housed on an adult unit. The pediatric unit started with four beds, utilizing two semi-private rooms, and the capacity to monitor two patients simultaneously. In March 2014, the unit acquired additional equipment and increased its monitoring capacity from two to four patients, allowing for an increase in scheduled admissions. The plan is to increase capacity incrementally over the next year.

### Clinical Ancillary Services

#### *Medical Laboratories*

The PAP smear has been an extremely successful cervical cancer screening test, saving thousands of lives over the past 40 years. In April, the Federal Drug Administration approved the first HPV (human papillomavirus) DNA test to be used as a primary screening test for cervical cancer in women 25 years and older. U.Va. now offers this superior and more sensitive HPV test, which is able to detect 14 types of high-risk HPV strains and specifically identifies HPV types 16 and 18, which are associated with approximately 70% of all cervical cancers.

#### *Therapy Services*

The Faculty and Employee Assistance Program (FEAP) instituted an Effective Coping and Communication Program a year ago as a referral option for managers. This program has produced favorable outcomes in behavioral improvement and employee retention. A behavioral survey is being used for managers to review staff members pre- and post-intervention. Of the employees involved, 86% remained employed 17 months into the program.

#### *Radiology and Medical Imaging*

A lung cancer screening program was initiated by the Cancer Center and the Medical Imaging Department in January 2014. To date, we have received inquiries from 50-60 people throughout the Charlottesville area and have performed low-dose screening

CT scans on nearly 30 patients. While the screenings have not found any lung cancers, on-going follow-up has been recommended for three patients. Approximately 25 patients have requested smoking cessation information.

### *Pharmacy Services*

The Medical Center has entered into a 340B Contract Pharmacy agreement with Accredo Specialty Pharmacy to provide increased access to 340B priced specialty medications for our patients. Specialty Pharmacy agreements are designed to extend 340B pricing from the medical center to contracted entities in an effort to maximize the affordability of medications.

The U.Va. Pharmacy Department has partnered with Piedmont Valley Community College to develop a Pharmacy Technician Training Program. A search is currently underway to identify a Program Director. The goal of the program is to develop expert pharmacy technicians capable of working at a very high level within hospital and health system pharmacies. The program will aim to achieve American Society of Health System Pharmacists (ASHP) Accreditation, the first to do so in the Commonwealth.

The U.Va. Pharmacy has begun the process of acquiring Pyxis Anesthesia System Carts with dispensing automation that provides a higher level safety and accountability in the dispensing of medications in our operating rooms.

### Patient Experience Office

Hospital Consumer Assessment of Health Providers and Systems (HCAHPS) inpatient satisfaction for the 3<sup>rd</sup> quarter of FY 2014 was 68.7% - 9s and 10s for the overall hospital rating. That result was below goal (70%) for the first time in three quarters. There is no clear explanation for the variance and results will continue to be monitored closely. The Press Ganey Weighted Average (88.9) was the same as the prior quarter and slightly below goal (90.0).

The interventions of Daily Leader Rounding, Hourly Nurse Rounding, Bedside Shift Change Reporting, Quiet Time Hours, White Boards, Care Partner Involvement, "Walk with Me", and Elevator Etiquette remain in place.

There have been a number of efforts to enhance how we listen to our patients and their families through the survey process. Improvements have been made with data uploads to the survey vendor, reducing the time from discharge to upload from an average of 21 days to four days. Starting in July, we will

increase by more than 132% the number of surveys received by sending surveys via email and increasing the number of mailed surveys for Ambulatory Operations.

Two Real Time Feedback pilots launched in July and August 2014. Patients will be providing feedback via iPads in the University Medical Associates (UMA) clinic and the Emergency Department. The questions are unique for each service and targeted to areas of operational focus. The ability to capture feedback at the time of service from every patient will provide a unique and critical new voice of the patient experience.

The Patient, Family, and Community Advisory Forum will meet for the first time in September and begin work to better infuse the voice of patients, family, and the community into decisions made at the UVA Health System.

### Community Outreach

The Children's Hospital display at the Virginia Children's Museum and their "Main Street Charlottesville" exhibit is now open. Feedback from museum members and visitors has been exceptionally positive. The exchanges overheard from the children in this simulated Children's Hospital exhibit have been both heartwarming and amazing. Within the first week, staff overheard two children simulating a doctor's exchange with a patient and telling the patient their heart would be fine. Only after the exchange was it disclosed that their sibling was at U.Va. having heart surgery and they were under the watchful eye of another family member at the museum.

Remote Area Medical (RAM) Wise County was again supported by 110 U.Va. volunteers in both clinical and support roles this past July. U.Va. volunteers provided medical oversight and medical care for emergency services including the Commonwealth Task Force 2 Team. Emergency care was provided to 42 participants so they could receive the additional health and vision service being offered. Five patients received emergency transportation to local hospitals.

The Medical Center provided support in the form of speakers, meeting space, and sponsorship to the Charlottesville Free Clinic, Blue Ridge Health Center (Nelson County region), Central and Western Alzheimer's Association, Make-a-Wish grant wishers orientation, Charlottesville Area Boys and Girls Club Health & Exercise Fair, and Orange County Family Fun Run in association with the Orange Downtown Alliance

George Bloom, PhD, Professor of Biology and Cell Biology provided presentations on U.Va.'s research efforts in the quest to conquer Alzheimer's disease and solicited subjects for our clinical trials program at an all-day exhibit hosted by the Charlottesville Albemarle Senior Center.

### Environment of Care

#### *Arts Committee*

The Health System's Arts Committee sponsored an exhibition of the works of Eleanor Cox from May 2 to June 27, 2014. The exhibition, entitled "Splashes of Color - Here and There", featured watercolors highlighting color and light in the landscape and garden. Much of Ms. Cox's work focuses on Virginia, but she has traveled abroad annually for 30 years to paint "en plein air." An exhibition of the photography of Vicky Eicher was on display in the University Hospital lobby from June 27 to September 5, 2014. "Our Amazing World" featured photographs of nature scenes close to home and throughout the world taken over the past 15 years.

The Health System's Arts Committee began its performing arts and entertainment series in April. The series of stage performances and displays in the newly renovated University Hospital lobby is presented for the enjoyment of patients, guests, and team members. The first event was a performance by Quintango, a quintet of two violins, cello, bass, and piano. In July, the Rappahannock Railroaders Club set up a train display that appealed to both the young and young at heart. The performing arts and entertainment series, like the ongoing art exhibits and music programs, helps fulfill our commitment to create a healing environment that enhances the patient and guest experience.

#### *Auxiliary*

The UVA Hospital Auxiliary closed their fiscal year with contributions to the Medical Center totaling \$131,666.

#### *Environmental Services*

Suk Gurung, an Environmental Services team member, was recognized with the "Good Catch Award" in July. On May 15<sup>th</sup>, Suk alerted 6 West nursing staff that a patient was trying to remove her tracheotomy tube. Suk's swift action enabled nurses to rush in and prevent the patient from removing the tube. The commendation indicated that, given the criticality of the

patient's condition, she might have expired had it not been for Suk's decisive response.

### *Facilities*

The Battle Building official ribbon cutting was held on June 14 with special events and public tours of the new facility. The first patients were seen in the Teen and Young Adult Health Center on June 23. Subsequent moves included the Kluge Children's Rehabilitation Center which opened on July 14, Children's Ambulatory Services which opened on July 21, and Maternal and Fetal Care which opened on July 28. It is anticipated that by the end of September all moves in the initial phase of use will be complete.

Eddie Morris, Facilities Management Elevator Shop Senior Supervisor, has been elected Vice President of "Elevator U", a national association dedicated to the advancement of elevator service excellence for colleges and universities. Eddie started his career at U.Va. in 1999 and became an elevator mechanic in 2005. He achieved certification as a Qualified Elevator Inspector in 2011, and became senior supervisor in 2012. This recognition by his peers is testimony to Eddie's commitment to continuous improvement and his enthusiasm for his profession.

### *Nutrition Services*

The Health System Nutrition and Dietetic Internship Program is accredited by the Accreditation Council for Education and Nutrition in Dietetics (ACEND) of the Academy of Nutrition and Dietetics and is administered by the Department of Nutrition Services. Twelve interns graduated from the Dietetic Internship program in June 2014 and are now qualified to sit for the exam for registered dietitians. The internship program, which has an emphasis in nutrition support and pediatrics, provides dietetic interns with over 1,200 hours of supervised practice experience in clinical, administrative, and community dietetics, as well as over 250 hours of didactic training in a variety of advanced topics, including medical nutrition therapy, community nutrition and disease pathophysiology, and nutrition management.

### *Security*

A new exterior door plan to enhance the security of patients, visitors, and staff went into effect in July. Beginning July 1, an ID badge is required to enter most exterior entry doors throughout the Health System, with the exception of the Emergency Department, the University Hospital lobby, main entrances to the Primary Care Center and the Emily Couric

Clinical Cancer Center, the front entrances to the West Complex and McLeod Hall, the first floor entrance to the Claude Moore Nursing Education Building, the ground level entrance to the Jordan Hall Conference Center, and the first floor entrance to the Claude Moore Medical Education Building. A video intercom system will allow patients and visitors to enter the Clinical Department Wing, the Barringer Wing of the West Complex, and the Hospital Drive entrance to McKim Hall.

### *Sustainability*

The Health System Sustainability Committee hosts ongoing monthly events with the Recycled Office Supply Exchange (ROSE) program as the anchor event and a featured special event occurring simultaneously. ROSE has been adapted from the University model and is called Office Supply Closet to identify it as a means for team members to practice stewardship, one of our RISE values, by recycling new and gently used office supplies. Special event topics have included presentations on how oyster farms help clean the Chesapeake Bay, water conservation at home and at work, and biking as an alternative mode of transportation to and from work. During National Hospital Week in May, all utensils and plates used at team member picnics were compostable, and local foods were featured. Team members received packets of herb seeds with a message about the Health System, "Sustaining Excellence for Our Patients and Our Environment."

### *Volunteer Services*

UVA Madison House student volunteers contributed 24,600 volunteer service hours supporting a variety of departments and units during the 2013-14 academic year. Sixty-one junior volunteers, ages 14-18, spent their summer interacting with health care professionals and learning in a medical environment.

A Summer Giving Event, co-sponsored by Uteam, Volunteer Services, and Food and Nutrition Services, offered employees an opportunity to give back to the U.Va. community while enjoying a summer treat. Each Friday, a donation of \$1 purchased a scoop of fruit sorbet with 100% of donations going to the Hospital Auxiliary to support various programs, projects, and services including the Hospitality House, clown therapy, pet therapy, music therapy, the Flourish gift shop, scholarships for students pursuing healthcare careers, and the Junior Volunteers summer program.

## Information & Technology Services

Three major information systems were implemented or upgraded during the fourth quarter of FY 2014. Taleo is the new recruiting and onboarding system for all Medical Center recruiting. It is proving to be much easier to use for our team members and job applicants. Hyland Onbase is our new document imaging system. It is the primary means for capturing documents and images (photos, video, etc.) and making them available in the Epic electronic medical record and related systems. Epic itself was upgraded to the latest version and we are in the process of implementing new functions, including population health management.

The Technical Services team is engaged with the Information Technology department at Culpeper Hospital to assess their technology infrastructure and make recommendations to Culpeper leadership for infrastructure upgrades to facilitate interoperability with the Medical Center.

## Human Resources

### *Compensation/HRIS/Workforce Analytics*

The Medical Center went live with the new Taleo applicant tracking system on June 30, 2014. To date, there are almost 7,000 new applications in the new system with the vast majority of applicants being external to the University. An anonymous survey is being sent out to internal and external users of the system to learn from those who used the system early on, and we are constantly striving to upgrade and refine the system to make it the best product for our customers. Another survey is planned at three months post go-live.

We are currently in the process of preparing for upcoming Medical Center merit increases, with a tentative effective date of September 28, 2014. We are also in the process of refining our market projections for Medical Center jobs for FY 2015, with a tentative effective date of February 2, 2015.

We are currently formulating recommendations for the Workforce Planning Project to increase the number of Bachelor of Science in Nursing (BSN) trained Registered Nurses at the Medical Center and to improve the retention of Registered Nurses.

## *Recognition and Rewards*

### UVA Health System Week Celebrations

Uteam hosted the annual UVA Health System Week celebrations the week of May 6, 2014, at various locations. The objective of this event was to bring Health System team members together to celebrate in a fun, meaningful way and to show each team member we value their contributions. Over 400 volunteer slots were filled by senior leadership, management, Human Resources employees, and Employee Council members

#### On-site Events

- Northridge/TCH - 200 team members attended
- Medical Center - Over 7,000 team members attended or participated through Uteam To-Go
- Fontaine - 1,500 team members attended
- More than 225 pizzas were served to 900 weekend night shift team members

#### Off-site Events

- Continuum - 75 Team members attended
- KCRC - 125 team members attended
- Outpatient Surgery - Over 90 team members attended
- Spring Creek - 100 team members attended
- Republic Plaza - 250 team members attended
- Core Labs - Over 100 team members attended
- Over 930 team members were celebrated at off-site locations

### Uteam Members of the Month

The Uteam Members of the Month program recognizes team members each month for their outstanding service to the Medical Center. Nominations are based on the following criteria:

- Demonstrates a caring manner and a strong customer focus
- Works well with others
- Makes the department a better place to work
- Serves as a role model for others
- Demonstrates a commitment to patient safety/patient-centered care

April: Thomas Epps, Health Unit Coordinator, 5 North

May: Rhonda Beyeler, Administrative Assistant, Pediatric ICU

June: Emily Howard, Patient Care Technician, 6 West

Uteam hosted town hall meetings at various locations throughout the Health System in May. Over 650 team members attended to learn about current developments and program implementation.

Additionally, we hosted several "Breakfast with Administration" events. High-performing team members were selected from their areas and invited to have breakfast with Bo Cofield and other senior leaders to provide feedback about programs and initiatives.

The annual Service Awards ceremony was hosted by the University at John Paul Jones Area for employees celebrating 10 or more years of service. The Health System honored 819 team members, 206 with at least 25 years of service.

Uteam began a weekly series of Farmers' Markets this summer. Every Thursday, from June 5 to September 4, Uteam hosts a Farmers' Market on Hospital Drive. Vendors offer local produce, homemade baked goods, local art work, handmade jewelry, take-a-way meals, and much more. Each Uteam Farmers' Market has averaged over 400 attendees.

New this year, Uteam partnered with Hoo's Well, University of Virginia's comprehensive wellness group, to promote wellness and work/life balance through the Uteam Farmers' Market.

#### Organizational Development

On April 17, over 365 Health System leaders attended a Uteam Leadership Forum where Dr. Shannon shared his vision for the Health System to be the safest place to work and receive care. Paul O'Neill, former CEO of Alcoa, was the keynote speaker, along with a panel of experts who described how real time problem solving could transform our culture. On June 10, over 485 leaders, including 62 physician leaders, attended Be Safe Leadership Basics and were given materials to deliver Be Safe Team Member Essentials to everyone in their units or departments by October 1, 2014. We also developed and deployed training materials for Problems and Activity Observation. Training materials for the Children's Hospital Unit-Based Leadership (UBL) Team are under development and will be deployed in August.

The performance appraisal cycle is underway with appraisals due August 31. Every team member receives an annual performance evaluation.

The annual Gallup Team Member Engagement Survey was administered May 21 through June 4 with a 79% response rate, equivalent to 2013. Overall team member engagement increased from 3.84 to 3.91 and the Grand Mean percentile increased from 29 to 35. As a result, there are 3.5 engaged team members for every actively disengaged team member. Additionally, scores have increased on nearly all engagement items, particularly those related to teamwork and growth. Our biggest opportunities can be found within our lowest ranking items, "knowing what is expected of me at work", "materials and equipment to do my job", and "ability to do what I do best every day". Education sessions will be provided to all levels of leadership in August and September with the focus with on understanding the 2014 results, engaging in dialogue with team members to understand what is behind the numbers, and integrating Be Safe problem solving into engagement action planning.

### Quality and Performance Improvement

The Joint Commission re-certification survey for the Ventricular Assist Device program was conducted on May 5 and 6, 2014. The program was fully re-certified with no requirements for improvement. Several valuable recommendations were offered and the Medical Center was complimented for its focus on patient safety.

Due to the opening of the Battle Building, the triennial Joint Commission survey window has been moved to December 2014 to February 2015. Comprehensive preparation efforts are underway.

### Recognition and Awards

The Health System had a total of nine specialties recognized for excellence by *U.S. News & World Report*. The UVA Children's Hospital urology program was ranked 37<sup>th</sup> and its neonatology program was ranked 43<sup>rd</sup> in the 2014-2015 "Best Children's Hospitals" guide. Seven adult specialties - cancer, diabetes and endocrinology, gynecology, nephrology, neurology and neurosurgery, orthopedics, and urology - were recognized as among the top 25% of their respective specialties in the 2014-2015 "Best Hospitals" guide.

Richard P. Shannon, MD, has been appointed to the boards of directors of Kaiser Foundation Hospitals and Kaiser Foundation Health Plan, Inc. "Dr. Richard Shannon is an accomplished cardiologist and health care executive with deep expertise in quality and safety improvement and academic medical center leadership," said Bernard J. Tyson, chairman and CEO, Kaiser

Permanente. "I am pleased to have him join the board and look forward to working with him as we advance our mission to deliver high-quality, affordable health care."

The American Heart Association (AHA) has recognized the quality and safety of the Health System's stroke care with two awards. U.Va. received the Get With The Guidelines®-Stroke Gold-Plus Quality Achievement Award and made the Target: Stroke Honor Roll. The awards represent the highest level of stroke quality recognition offered by the AHA.

A \$253,330 federal grant will enable the University of Virginia Center for Telehealth to more easily connect U.Va. doctors with seriously ill patients at nine locations in Central Virginia. The grant from the U.S. Department of Agriculture will connect medical specialists through secure videoconferencing links with patients at senior centers, rehabilitation centers, nursing homes, and dialysis centers that are distant from any hospital.

The Health System has been awarded more than \$3 million from the National Institutes of Health's National Cancer Institute to support and expand a critically important program that makes tissue samples available for research on diseases ranging from breast cancer to lung disease. The five-year grant enables U.Va. to launch a partnership with Eastern Virginia Medical School (EVMS) and the Medical University of South Carolina (MUSC) to collect samples there.

The Cancer Center's Bone Marrow and Stem Cell Transplant Program has been designated as a National Marrow Donor Program (NMDP)/Be The Match® transplant center and now has access to the Be The Match Registry®, the world's largest and most diverse bone marrow donor registry. Bone marrow and stem cell transplants offer potential cures for immune disorders and blood cancers, such as leukemia, multiple myeloma, and lymphoma.

The Cancer Center is one of 13 recipients of a LIVESTRONG® Foundation grant for training to help staff members cope with the stress of caring for cancer patients. U.Va. earned the \$10,700 grant through a national online vote held earlier this year by the LIVESTRONG Foundation, which focuses on improving the lives of cancer patients.

### Supply Chain

Supply Chain has hired four of six new team members to support the Battle Building. The team will transition from a clinic-managed supply chain to centrally-managed order,

delivery, and put away. This will free up time for clinic team members to focus on patient care.

JITrBUD implementation is complete and Material Operations, in partnership with Patient Care Services, is reviewing data from the system, coming to agreement as to what is most meaningful, and designing the Operations Dashboard that will be used to manage system participation and Supply Chain service levels.

Supply Chain Operations has successfully negotiated with Owens & Minor to provide Low Unit of Measure Delivery to all inpatient units and the Emergency Department seven days per week with 26 deliveries per week. The current model is six days per week and 23 deliveries per week. This change will have a significant positive impact on supply availability during weekends and holidays. It should also increase staff satisfaction with Supply Chain services. This additional service represents six months of effort to arrive at appropriate schedules, fees, service levels, and fill rates.

Value Management, in an effort led by U.Va. physicians and assisted by the Advisory Board Company, has recently completed an effort that resulted in established savings of \$2.3 million (10.7% of spend) covering a broad category of products used in Cardiac Rhythm Management and Interventional Radiology. This is the largest margin of savings to date in this service line.

A similar effort is currently underway for Spine (Implants and Biologics) and Total Joint Replacement (Hips, Knees, Shoulders and Revisions). Anticipated savings are conservatively in the 7-10% range on a total spend of \$19 million.

UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: V.E. Nutrition Services Contract

BACKGROUND: The Board of Visitors is required to approve the execution of any contract where the amount per year is in excess of \$5 million.

DISCUSSION: The Medical Center has continued to partner with VCU Health System, cooperatively procuring across a number of strategic joint purchasing collaborations. On March 10, 2014, the Medical Center and VCU Health System launched a joint request for proposal ("RFP") for the procurement of food and nutrition services. Each institution is finalizing its contract with their respective RFP awardee. The Medical Center's new contract is scheduled to go into effect as of October 1, 2014.

The contract term is expected to be 10 years, with an initial term of five years and a five-year renewal option at the election of the Medical Center. Over a 10-year time horizon, the total estimated contract value will be in excess of \$70 million, with the value in any single year exceeding \$5 million.

ACTION REQUIRED: Approval by the Medical Center Operating Board, the Finance Committee, and by the Board of Visitors

SIGNATORY AUTHORITY FOR MEDICAL CENTER PROCUREMENT OF FOOD AND NUTRITION SERVICES

RESOLVED, the Board of Visitors authorizes the Executive Vice President for Health Affairs to execute a multi-year contract for the procurement of food and nutrition services for the Medical Center, based on the recommendation of the Chief Executive Officer of the Medical Center in accordance with Medical Center procurement policy.

UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: V.F. Capital Projects

ACTION REQUIRED: None

BACKGROUND: The Medical Center is constantly improving and renovating its facilities. We provide a status report of these capital projects at each MCOB meeting.

DISCUSSION: The current Medical Center capital projects report is set forth on the following page:

The University of Virginia Medical Center  
 Capital Projects Report  
 September 2014

Scope	Budget	Funding Source	BOV Approval Date	Projected Completion Date
<b>1. Planning</b>				
<p><i>Education Resource Center:</i></p> <p>A contract to CO Architects was awarded in December 2012 for planning services for the Education Resource Center (ERC) to be located between the Emily Couric Clinical Cancer Center and the Lee Street Parking Garage. The ERC will house Ambulatory Imaging, an Outpatient Pharmacy, GME support and teaching functions, meeting space and a shell floor.</p>	\$29.4 M	Bonds & Other	Sept. 2013	2016
<p><i>University Hospital 7<sup>th</sup> and 8<sup>th</sup> Floor Master Planning:</i></p> <p>A contract was awarded to HKS in January 2014 for design services for the 7<sup>th</sup> and 8<sup>th</sup> floors. The project goals are to upgrade and expand capacity for Women and Children's in-patient programs. The project is currently in design.</p>	\$20 M	Operating	Sept. 2013	2017

**Capital Projects Report**  
**September 2014**

Scope	Budget	Funding Source	BOV Approval Date	Projected Completion Date
<b>2. Construction Completed</b>				
<b>Battle Building:</b>  Building opened in June 2014 with the move of the Teen and Young Adult clinic. Pediatric clinics moved into the building in July and the Outpatient Surgery Center opened in August 2014.	<b>\$117 M</b>	<b>Bonds and Outside Fundraising</b>	<b>N/A</b>	<b>2014</b>

UNIVERSITY OF VIRGINIA

BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 11, 2014

COMMITTEE: Medical Center Operating Board

AGENDA ITEM: V.G. Health System Development

ACTION REQUIRED: None

BACKGROUND: Health System Development provides reports of recent activity to the MCOB from time to time.

DISCUSSION:

SIGNIFICANT GIFTS

April 1 - June 30, 2014

A Health Foundation trustee and School of Medicine alumnus has verbally committed \$1 million to support an endowed Fund for Faculty Excellence in the School of Medicine.

A friend of the Health System committed \$750,000 per year over the next three years to support various initiatives in the College of Arts and Sciences and the School of Medicine, including \$525,000 for a collaborative research effort between the two schools, and continued support for Alzheimer's research in the School of Medicine as well as other projects in the College.

A School of Medicine alumnus has made a bequest of his entire estate, with an estimated value in excess of \$2 million, for unrestricted use in the School of Medicine.

A UVA Health Foundation trustee and her husband pledged an additional \$500,000 in support of the Battle Building at UVA Children's Hospital. This gift is in addition to a previous \$500,000 gift to the building.

The School of Nursing Annual Fund has surpassed its FY 2014 goal of \$405,000.

The School of Medicine is a beneficiary of a trust designated for unrestricted support of the School, estimated in value between \$250,000 and \$300,000.

A parent of a School of Nursing student verbally committed \$100,000 for an endowed scholarship in memory of her husband.

A School of Medicine alumnus verbally committed a \$100,000 planned gift in support of the previously established Charles Gross Professorship in Otolaryngology.

A friend of the School of Nursing and his family pledged \$100,000 to endow a nursing scholarship with preference for students who began their healthcare careers as certified nurse assistants and/or who practice in long-term care or public health.

*Other gifts and pledges received include:*

- A \$60,000 bequest installment in support of scholarships for full-time nursing students;
- A \$60,000 commitment to establish the Jay Dalgliesh Melanoma Research Fund;
- A \$50,000 commitment to the Jay Dalgliesh Melanoma Research Fund and an additional \$10,000 for current operating support of melanoma research;
- A \$50,000 pledge to the School of Nursing for the dean's discretionary use;
- A \$40,000 bequest in support of the Jill E. Hungerford, PhD Prize for Biomedical Sciences;
- A \$32,000 commitment for summer tuition scholarships for second-year Clinical Nurse Leader students;
- A \$25,000 bequest in support of the School of Nursing; and
- A \$25,000 pledge to the Battle Building at UVA Children's Hospital.

#### OTHER DEVELOPMENT INITIATIVES

On April 18, the Medical Alumni Association hosted a reception for Dr. James and Vicki Orr, who have made a planned gift to establish a professorship in honor of Dr. Peyton Taylor, and whose payments will first be used to support an award and a subsequent fellowship until the professorship is fully funded. Dr. Orr was recently elected to the Health Foundation board for a three-year term.

Nursing alumnus Karen Emroch and her husband, Walter, hosted a reception at their home on April 10 to provide School of Nursing benefactors with an opportunity to meet Dean Fontaine and Associate Dean Ken White.

On April 10, more than 100 guests attended a reception hosted by Betsy Dalgliesh in memory of her husband, Jay. The event kicked off a five-year initiative to create an endowed melanoma research fund in Jay's name. Dr. Craig Slingluff spoke at the event, which was also attended by Dr. Thomas Loughran.

A reception was held on April 16 at the Hotel Roanoke to introduce Roanoke area nursing and medical alumni, donors, and prospects to Dr. Shannon. Dean Fontaine, Dean Dunlap, and Mr. Howell also attended the event.

Dr. Thomas Loughran hosted a reception and dinner on May 2 for more than 100 friends of the Cancer Center, including the Cancer Center Board, Patients & Friends, donors, select volunteers, and the UVA Health Foundation Board. Dr. Loughran thanked attendees for their loyal support and shared his vision for the future of the Cancer Center. Dr. Shannon and Dean Fontaine were in attendance.

On May 24, more than 300 runners participated in the 10<sup>th</sup> annual Men's 4-Miler to support men's health and the Department of Urology.

The Grand Opening of the Battle Building at UVA Children's Hospital took place on June 13 and 14, and included an evening reception for donors and a ribbon cutting celebration for the entire community. President Sullivan, Dr. Shannon, Dr. Nataro, and Dr. Bobby Battle gave remarks, as did Dr. Darracott Vaughan, Health Foundation trustee, former Board of Visitors member, and former Chair of the MCOB.

In FY 2014, development staff made 1,872 face-to-face visits with donors and prospects.

FUNDRAISING PROGRESS THROUGH June 30, 2014

FY 2014 to date (7/1/13 through 6/30/14)	FY 2014 Goal	FY 2014 Actual
New Gifts	\$36,000,000	\$35,303,412
New Pledges	\$6,000,000	\$5,431,242
Total New Commitments (excludes pledge payments on previously booked pledges)	\$42,000,000	\$40,734,654
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New Expectancies	\$8,000,000	\$9,368,021
Total New Gifts, Pledges, and Expectancies	\$50,000,000	\$50,102,675

## GOALS FOR FISCAL YEAR 2015

In the coming fiscal year, the Health System Development Office will be focusing its efforts on:

- Raising \$52,500,000 from all sources (gifts, pledges, and expectancies)
- Supporting ongoing fundraising initiatives to enhance the Cancer, Cardiovascular, and Neurosciences Centers of Excellence
- Providing fundraising support for other key priorities of the Health System, including Children's Hospital and pediatric research, Nursing initiatives such as interprofessional education and compassionate care, medical and nursing scholarships, and faculty funds for excellence
- Strengthening support of medical research in the basic, translational, and clinical sciences
- Re-evaluating and strengthening our Healthcare Philanthropy Program to increase efficiency and maximize fundraising potential
- Undertaking evaluation and preparations for the upcoming bicentennial campaign, including a feasibility study to determine the strength of our donor pipeline and areas of growth and opportunity for the philanthropic enterprise
- Building upon the existing strength of our Health Foundation board by implementing working groups to study and advise on priority issues such as campaign planning and medical research