



FACULTY PRACTICE FINANCE DISCUSSION

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ARTURO SAAVEDRA, MD, PHD

PRESIDENT AND INTERIM CEO, UVA PHYSICIANS GROUP

CHAIR OF THE DEPARTMENT OF DERMATOLOGY

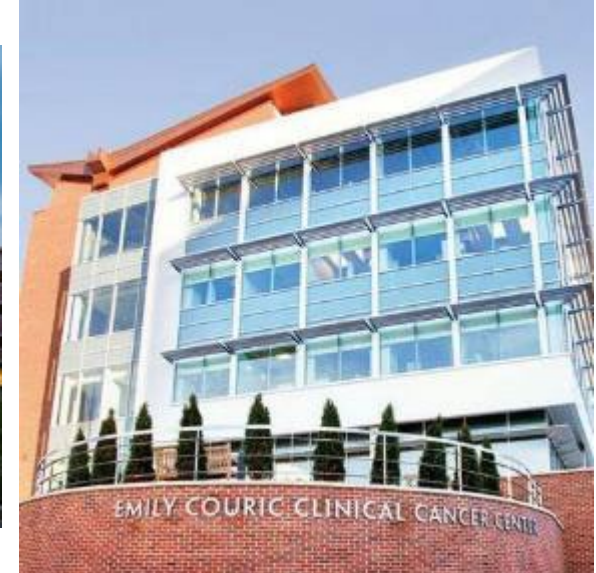
- ABMS CERTIFICATION:
 - American Board of Dermatology (Dermatology)
 - American Board of Dermatology (Dermatopathology)
 - American Board of Internal Medicine
- CLINICIAN AND RESEARCHER SPECIALIZING IN THE CARE OF COMPLEX MEDICAL DERMATOLOGY, WITH PARTICULAR INTEREST IN HIV DERMATOLOGY, SEVERE DRUG REACTIONS THAT MANIFEST WITH DERMATOLOGIC COMPLICATIONS AND CARE OF ONCOLOGIC AND POSTTRANSPLANT PATIENTS
- ORIGINALLY FROM SALAMANCA, SPAIN, BUT GREW UP IN PUERTO RICO IN A LARGE FAMILY OF SIX. HIS FATHER, A PHYSICIAN, AND HIS MOTHER, A TEACHER, INSTILLED IN HIM A LOVE OF SCIENCE.
- GRADUATED MAGNA CUM LAUDE FROM HARVARD COLLEGE WITH A DEGREE IN BIOLOGICAL SCIENCES
- RECEIVED COMBINED MEDICAL AND DOCTORAL DEGREE FROM THE UNIVERSITY OF PENNSYLVANIA, WITH SPECIALIZED TRAINING IN PHARMACOLOGY. COMPLETED RESIDENCY AT BRIGHAM AND WOMEN'S HOSPITAL.
- PREVIOUS VICE CHAIR FOR CLINICAL AFFAIRS AND MEDICAL DIRECTOR IN THE DEPARTMENT OF DERMATOLOGY AT THE MASSACHUSETTS GENERAL HOSPITAL, HARVARD MEDICAL SCHOOL.
- EDITOR OF FITZPATRICK'S COLOR ATLAS AND SYNOPSIS OF CLINICAL DERMATOLOGY, THE MOST WIDELY READ DERMATOLOGY ATLAS FOR DIAGNOSIS AND TREATMENT OF SKIN CONDITIONS.
- ENJOYS TRIATHLON, HIKING AND THEATER



- 41,000 inpatient admissions per year
- 1.4 million clinic visits per year
- 16,000 employees
- \$3.5 billion in annual operating revenue
- School of Medicine and Nursing receive annually \$233 million in total research funding
- 761 residents and fellows, 1,576 students
- >1,000 inpatient beds
- 16 degree programs in UVA's School of Medicine and Nursing

Key Facilities

- Four Hospitals
 - Charlottesville – 696 beds
 - Culpeper – 70 beds
 - Prince William – 130 beds
 - Haymarket – 60 beds
- 50-bed Transitional Care Hospital (LTACH)
- 50-bed Rehabilitation Hospital
- Monticello Community Surgery Center
- 100+ primary & specialty care clinics
- Battle Building (Children's Outpatient Services and Outpatient Surgery)
- Emily Couric Clinical Cancer Center
 - Opened a comprehensive breast center in fall 2020
 - Significant expansion of infusion chairs
- Comprehensive Orthopedics Center (2022)
 - 200,000 square foot outpatient facility
 - 95 exams rooms, 6 operating rooms



Tom Yackel, MD MPH MS MBA

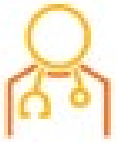
**VCU Health President and Chair of the Board, MCV Physicians, CMH Physicians
VCU School of Medicine Senior Associate Dean for Clinical Affairs**



- Board certified in internal medicine and medical informatics
- Previous roles include CMIO, Chief Clinical Integration Officer, Chief of Value Based Care
- George Washington University Medical School and School of Public Health, Primary Care Residency, Chief Resident (Washington, DC)
- Oregon Health & Science University Department of Medical Informatics, School of Business, School of Medicine – Professor - 18 years (Portland, OR)
- VCU Health and School of Medicine since 2018
- Oversees practice plan, ambulatory care, health innovation, and value-based care transformation
- Practices general internal medicine (adult primary care) 1 day per week
- Enjoys travel, bitter IPAs, distance running, building teams, questioning the status quo

MCV Associated Physicians/CMH Physicians – FY 2021

Employs nearly 2,000 clinicians and team members



947 physician FTEs (666 cFTEs)
24% growth in last three years



436 APP FTEs (NPs/PAs 325, CRNAs 88)
48% growth in last three years



695 staff FTEs

\$470M in total operating revenue (FY2021)



Top 3 Revenue Cycle/Finance Challenges – MCV Physicians

- Transition to outsourced revenue cycle (Ensemble)
 - Large opportunity to align with HMFA MAP best-practice
 - Puzzles to solve include: non-native PM system (IDX) pre-Epic, 2nd AMC client of Ensemble, culture issues (us/them, chairs, politics), transition-related misses
- Transition to EHR (Epic)
 - New level of transparency into coding issues
 - Puzzles to solve: moving from 100% coder coding to physician coding with coder review, transparency can be scary
- COVID (and non-COVID) compensation plan pressures
 - Flexibility has also been needed to adjust wRVU based compensation plan
 - Transition to CMS fee-schedule, outpatient coding changes, aligning with academic benchmarks

Inpatient Coding Trend (# Notes)



Issue/Status: Ensemble has deployed large number of contract coding FTEs to reduce coding backlog. Ensemble team has reduced this below benchmark and will continue to work down backlog to a minimal amount in preparation for Epic go-live.

Impact/Risk: Physician productivity and compensation should be materially caught up by November month end. Financial accruals will be reversed. Supplemental funding accruals will be reduced and possibly eliminated.

Response Needed: Continued monitoring in advance of Epic go-live.

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