Dear Colleagues,

We are proud to share with you a bold new clinical strategy for the Health System, one that has generated a real sense of excitement and possibility over what has been a lengthy, intensive planning period in which we have involved as many people as possible.

We were charged to develop a detailed clinical strategic direction by the Medical Center Operating Board and the Board of Visitors in April 2011. Given the importance of the Health System within the University and the sweeping changes already underway in healthcare, our leadership set their expectations high.

In November, we delivered our proposal to them: both boards unanimously approved our efforts.

We want to share with you this clinical strategic direction. It is bold, comprehensive, and transformational, and allows us to remain true to our mission as an academic medical center. This is a departure from business as usual. It means re-evaluating the way we work together, and will require us to be adaptable and flexible in ways we have not been, historically. Most importantly, for change on this scale to be successful — to be meaningful — it needs to involve all of us. An academic medical center has many moving parts. One of the important goals of our strategic direction is to foster a unity of purpose within the Health System that will create a cycle of investment across all of our missions.

The planning process has given us a realistic sense of our strengths and weaknesses. We face many challenges that are difficult but not insurmountable. We believe that we have designed a strategic direction that will enable us not only to weather the upcoming changes in healthcare, but also to advance our stature as a leading clinical and academic enterprise.

There is a groundswell of support for this initiative, and growing excitement among those who have been watching it develop. If the planning process is any indication, our prospects for implementing our goals are solid. Our deliberations are based on sound market research. We were disciplined and inclusive in our approach, bringing together more than 100 of our most knowledgeable and creative faculty and staff from around the Health System, as well as the perspectives of a significant number of healthcare leaders from all over Virginia, most notably of the major health systems in the Commonwealth, to help plot our course for the next seven years. During our meetings, a sense of common purpose, of working for the Health System as a whole, was everywhere.

Ultimately, the purpose of our strategic direction is to better serve our patients and advance medical science. As we move forward in the coming months and years to realize our aims, we will be able to care for patients in ways that had not been possible before. That prospect should be truly exciting and fulfilling for all of us. We look forward to working together in this effort!

Respectfully,

Steven T. DeKosky, MD
Brad Haws
R. Edward Howell
VP and Dean
CEO
VP and CEO
School of Medicine
Physicians Group
Medical Center

Our Clinical Direction

Exhibit 003.d

University of Virginia
Health System
Envisioned Future

We lead by example: We set the statewide standard for quality, safety, accessible and coordinated healthcare by developing and propagating innovative approaches to care delivery, models of care and operational processes.

We foster a cycle of success (ongoing investment): The increasing strength of all our missions – clinical, research and teaching – creates synergy that propels the faculty, staff and organization, as a whole, forward across all of its missions.

We are the partner of choice: We partner well with community healthcare providers by pursuing relationships that complement existing capabilities and advance the care provided in local communities across the Commonwealth.

We drive innovation: We are the primary driver of clinical innovation throughout the Commonwealth and nationally through partnerships that distribute clinical expertise, access to clinical research and advanced technologies.

We are a top-tier Academic Center: Our stature is evidenced by advanced clinical, research and teaching programs that drive innovation, throughout the state and nationally, in the delivery of healthcare.

Our Mission

The mission of the University of Virginia Health System is to provide excellence, innovation and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge.

Our Vision

In all that we do, we work to benefit human health and improve the quality of life. We will be:

- Our local community’s provider of choice for its healthcare needs
- The leading provider of technologically advanced, ground-breaking care throughout Virginia
- A national leader in quality, patient safety, service and compassionate care
- Recognized for translating research discoveries into improvements in clinical care and patient outcomes
- Fostering innovative care delivery and teaching / training models that respond to the evolving health environment

Our Values

This institution exists to serve others, and does so through the expression of our core values:

- Respect — To recognize the dignity of every person.
- Integrity — To be honest, fair and trustworthy.
- Stewardship — To manage resources responsibly.
- Excellence — To work at the highest level of performance, with a commitment to continuous improvement.

Goals

Advance our Stature as a Leading Clinical & Academic Enterprise

- Ambulatory/MD Network Development: Expand depth and breadth of our MD/Ambulatory network
- Clinical Program Advancement: Develop greater strength in clinical programs and expand subspecialty programs and expertise
- Clinical Research Development: Strengthen clinical research platform to fuel clinical differentiation

Strengthen Organizational Alignment

- Collaborative Planning & Management: Ensure collaborative goal setting and execution across the clinical enterprise
- Financial Alignment: Create financial transparency and use funds flows to drive alignment
- Clinical Alignment: Understand and incent strong clinical performance
- Productive Partnerships: Establish statewide network as a platform for clinical integration and growth

Achieve Operational Excellence: Quality, Safety, Access, Service

- Measurement-Driven Leadership and Process Improvement: Lead the market in quality, service, safety and access performance
- Be the Network of Choice for UVA Employees: Attract UVA employees to access UVA services
- Strengthen Care Coordination and Patient Navigation: Fund access and navigation supports for patients
- Transform the Culture: Advance a culture of physician and employee engagement and alignment that achieves superior levels of constituent satisfaction

Resources Sufficient to Support Our Missions

Drive expansion of clinical enterprise to fund “continuous investment”:

- Aggressively expand clinical enterprise through significant capital investments
- Use resulting margin to fund strengthening of academic mission
- Uniformly strengthen financial performance of entire clinical enterprise – School of Medicine, Physicians Group and Medical Center