

Making History Together

We are at a watershed moment in University of Virginia Health System history and specifically at the UVA Medical Center.

For the last few years, we have pulled together to strengthen our financial position – without sacrificing our passion for excellence. During this time, we have looked ahead to the need to invest in our future, through important projects like the Hospital Expansion and by keeping our compensation and benefits levels market-driven.

Now, together we are making a substantial financial commitment to our future.

We have made this commitment one of our three core organizational goals. Specifically, “I Build” represents investment in our future – the people, the facilities and the technology needed to provide the best care possible, and to remain at the forefront of medical research and education.

As our part of the \$3 billion Campaign for the University of Virginia, we will raise \$500 million by 2011, the largest such campaign in Health System history. These funds will be dedicated to constructing major new facilities equipped with the advanced technology needed to allow our staff to deliver superb care in the 21st century.

Our vision is to establish a new model for academic medicine. I have no doubt that when these new tools are put into the expert hands of the people of the UVA Health System, we will achieve that vision.

Over time, you may see media coverage of our campaign; after all, new buildings attract a lot of attention. But I want you to remember:

The UVA Health System's core commitment is investment in our greatest asset – our people.

In just the last few months, we have implemented compensation processes that are performance-based and market-driven, and we have developed new training opportunities and ways to recognize employees for their work, skills and talent.

Any talk of finances always includes the bottom line. At the UVA Medical Center, we are no different. Our bottom line is the patient. Every investment we make – in our people, technology and bricks-and-mortar – is devoted to providing our patients with the most advanced and the most personal care available.

I look forward to creating this new future, making history with each and every one of you.

R. Edward Howell
Vice President and CEO, UVA Medical Center

Investing In Our Future



UVA Campaign for Health

A sampling of the UVA Health System's dedicated people. They are from the Center for Organizational Development, Chaplaincy, Clinical Labs, Computing Services, Data Processing Operations, Environmental Services, Health System Physical Plant, Nursing, Nutrition Services, Patient and Guest Services, School of Medicine and School of Nursing.

Sept. 29 marked the launch of the UVA Campaign for Health. With a goal of raising \$500 million by 2011, the campaign will help to ensure that faculty and staff can continue to provide the highest quality healthcare, education and research to future generations.

The campaign will support investments in people, programs, research, education and capital projects. Target areas include professorships and scholar awards to recruit and retain faculty, scholarships for medical and nursing students, and funding for key patient-care programs. Brick-and-mortar beneficiaries include six buildings planned and under construction. (See insert.) The campaign's endowment opportunities encompass research fellowships, nursing and library initiatives, clinical awards and the Academy of Distinguished Educators, along with mentorships and lectureships.

“Our vision is to create innovative new models in patient care, education and research,” says Arthur Garson Jr., M.D., M.P.H., vice president and dean, UVA School of Medicine. “This campaign allows us to take a leading role in shaping healthcare practice and education, not just on the local level but on the national stage as well.”

“The campaign offers an opportunity for UVA to address the growing national nursing shortage, including the acute nursing faculty shortage, and the increasing technological challenges of the profession,” says School of Nursing Dean Jeanette Lancaster, R.N., Ph.D., FAAN. “The new facility and renovations will utilize the latest instructional techniques to promote a seamless entry to the workplace, and scholarships will ensure that as many qualified students as possible have an opportunity to pursue a nursing education at UVA.”

P.2 New Department Chairs

P.9 Junior Volunteers contribute

P.10 Performance appraisals demystified

See “Campaign” on page 11

Health System Welcomes New Department Chairs

In July, two University of Virginia School of Medicine departments gained new chairs: the Department of Medicine and the Department of Neurosurgery.

Robert Strieter, M.D.

Robert Strieter, M.D., took the helm of the Department of Medicine, arriving from the University of California, Los Angeles, where he served as professor of medicine, pathology, pediatrics; chief of the division of pulmonary and critical care medicine; and vice chair of the Department of Medicine for Hospitalist Programs at the David Geffen School of Medicine.

"Bob Strieter is exactly the person we need to lead our Department of Medicine," says Arthur Garson Jr., M.D., M.P.H., vice president and dean, UVa School of Medicine. "Dr. Strieter will lead our program to new frontiers in terms of clinical excellence and groundbreaking research. His interest in lung cancer will add perfectly to our outstanding cancer center."

Strieter has hit the ground running, giving Medicine an 18-month timetable to refocus around five core

missions: education, clinical affairs, research, faculty development and administration. He created five vice chairs and five associate chairs to work with him and the division chiefs to advance the mission of excellence.

"One of my key goals is to foster a climate where more thematic research is done across divisions, and to encourage divisions to focus on clinical areas where they can differentiate themselves from other academic facilities on both the East Coast and across the country," says Strieter, who was attracted to opportunities afforded by UVa's outstanding medical school, its strong emphasis on basic science and the advanced work underway in Medicine.

In the coming year, Strieter plans to enhance communication by publishing an annual report, a department clinical journal and holding a Department of Medicine Research Day to highlight research excellence in the department. The department celebrates its 100th anniversary with the arrival of its tenth chair.

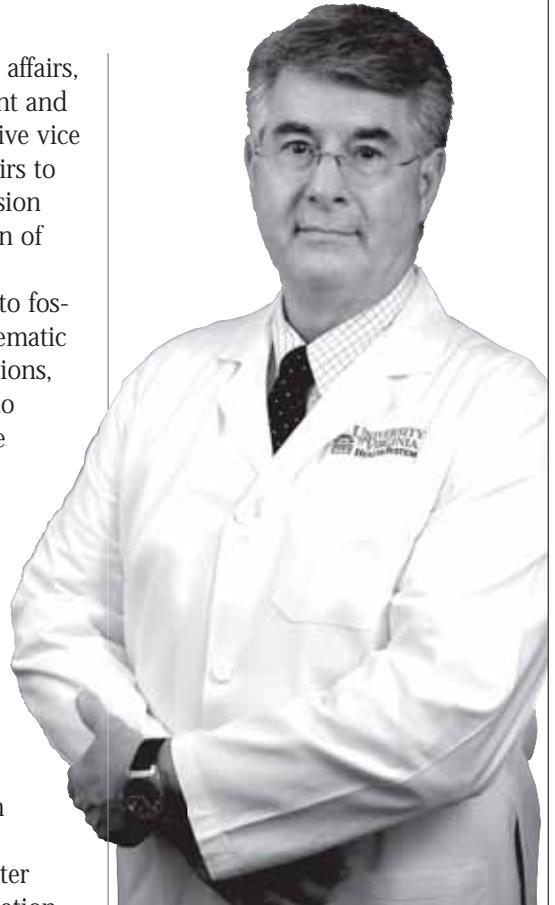
Mark Shaffrey, M.D.

"I've spent most of my professional life at the University of Virginia, and it's an honor to be asked to chair the department," said Mark Shaffrey, M.D., on assuming Department of Neurosurgery leadership. "I've inherited one of the nation's premier centers for training neurosurgeons and practicing neurosurgery, thanks to the tireless efforts of Drs. John Jane, Neal Kassell, Ed Laws, Ladislau Steiner and the others on the neurosurgery team."

Shaffrey's clinical interests are neuro-oncology, spine, epilepsy and spasticity, and his primary area of research is brain tumor treatments.

He is widely published and has served as principal investigator on more than 35 clinical trials and grants.

"Dr. Shaffrey has been an integral part of our neurosur-



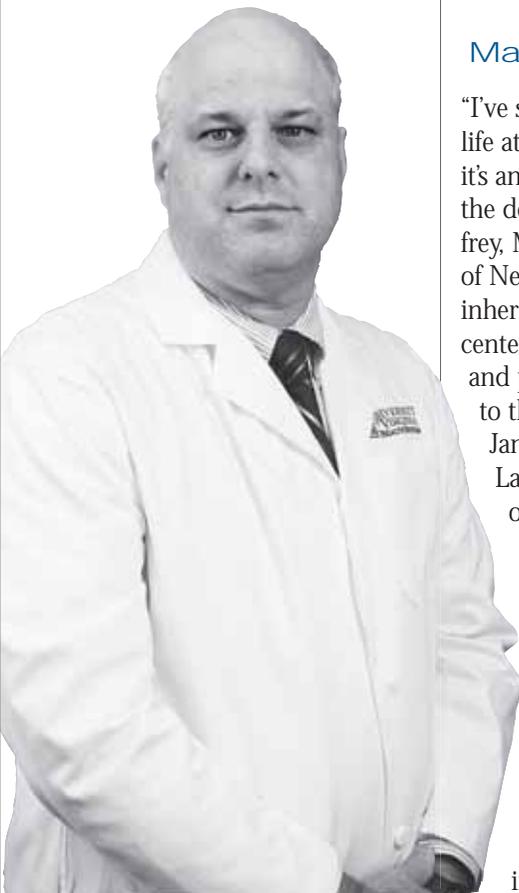
Department of Medicine Chair Dr. Robert Strieter

gery training program, a significant clinical contributor and innovative researcher for nearly two decades, and has been a key component in its success," says R. Edward Howell, vice president and CEO, UVa Medical Center. "We are extremely pleased he has taken this new leadership position to guide neurosurgery at UVa."

"Our training program has always been a major strength and, given the looming shortage of neurosurgeons it is more important than ever," says Shaffrey, adding, "The department will continue to lead in the delivery of neurosurgical care to our patients and in introducing and evaluating new surgical techniques."

In an exciting development for enhanced patient care, Neurosurgery is partnering with the Department of Orthopaedics to create the spine center.

"I would like to see this department serve as the center of an extended community of neurosurgeons, whether they practice in the academic or community setting, who help us shape our programs and who periodically meet to exchange insights and ideas," says Shaffrey.



Department of Neurosurgery Chair Dr. Mark Shaffrey



Virginia Gov. Tim Kaine visits the UVa Health System's digital mobile mammography unit at the 2006 RAM Clinic.

RAM Clinic Breaks Records

For the seventh consecutive year, the people of southwestern Virginia received comprehensive, free health-care through the Remote Area Medical (RAM) Clinic at Wise, Va., near the convergence of Virginia, Kentucky and Tennessee.

They slept in cars.

This year 135 University of Virginia Health System volunteers cared for more than 1,100 patients at RAM, held at the Virginia-Kentucky Fairgrounds, providing services valued at nearly \$300,000. The three-day event July 28 through July 30 logged a record-breaking 7,917 patient encounters serving 2,740 people. Total value of care reached nearly \$1.3 million. The 20-bed RAM clinic saw 200 to 400 patients daily, more than the 165 patients seen by the Health System's busy emergency room in an average 24-hour period.

The RAM Clinic at Wise is one of the nation's largest public health outreach efforts. For most RAM patients, this is the only time they

will see a physician or dentist during the year.

"These people work, most of them work very hard, but they lack adequate health-care and insurance," said Dr. Ross Isaacs. "They're generous, lovely people that are just very grateful."

In addition to donating supplies and volunteers, this year, the Health System offered two new services: digital mammography and neurological screening. UVa staff also offered colon, breast and cervical cancer

screening; flexible sigmoidoscopies; retinal screening using telemedicine technology; gynecological procedures; ultrasound; echocardiograms; comprehensive screening for diabetes and high blood pressure; Otolaryngology-Head and Neck Surgery Department services; and thousands of lab tests.

UVa volunteers collaborate with many organizations, and thanks to the UVa Health System Office of

They received care.

They were grateful.

They waited in tents.

Telemedicine, not only are onsite diagnostic capabilities possible, but follow-up is available as well.

Common health concerns in this rural region include heart disease, cancer (breast, colorectal, lung and prostate), high blood pressure, diabetes, obesity and poor dental hygiene. Most of these are chronic diseases, and the incidence in this population is much higher than the state average.

"The health needs in this area are very profound and there aren't any simple solutions to it," said UVa School of Nursing student Susan Goins-Eplee.

In 2005, the Virginia State Board of Health announced that prevention and control of chronic disease is its top priority and Virginia Gov. Tim Kaine told reporters at RAM, "Healthcare is at the top of the agenda in Richmond." Many state officials visited to observe the clinic's work firsthand.

Created in 1985, Knoxville, Tenn.-based RAM has no paid employees. Founder Stan Brock, former co-host of "Mutual of Omaha's Wild Kingdom," had witnessed the need for healthcare among isolated people while living among the Wapishana Indians of South America.

Knowing UVa Health System employees' generosity, it is not surprising that far more employees offer their time to RAM than there are spots available (primarily due to lodging constraints). But there are other ways to help. Volunteers are needed year-round to plan, conduct follow-up for the previous year's activities and provide oversight to RAM and other health outreach projects. Dates for next year's RAM Clinic are July 20 to 22, 2007. To become involved e-mail MAH9C@virginia.edu.

CVC Kicks Off

This year's Commonwealth of Virginia Campaign (CVC) kicks off two weeks early, on Monday, Oct. 16. Through the CVC, employees may designate their gift to a specific charity (or multiple charities), to the charities in their region, or to all charities in the campaign. There are more than 1,400 charities to choose from. Since 1997, Virginia state

employees have raised more than \$25 million.

Team leaders and volunteer coordinators are David Waters, Ph.D.; Nancy McDaniel, M.D.; Vickie Marsh; and Carol Amos of the School of Medicine; with Joan Tepper, M.S., R.N.; Noel Dianas-Hughes, LCSW; Alan Oktay; and Deanna Barbeau from the Medical Center. Red envelopes were attached to Medical Center employees' pay stubs. Volunteers also may contact employees.

Volunteers are still being recruited. Contact Bruce Vlk, the CVC administrator in the University Community Relations Office, 924-1321.



[People & News]

Cardiology Division Administrative Specialist **Donna Mason** is the School of Medicine Employee of the Month



for August. Mason was nominated for her effective coordination of complex schedules within the practice as well as aligning care with other clinics, and conscientiously tracking

labs and other test results from across UVa and external practices, enhancing the quality of care the Diabetes Cardiovascular Clinic provides. "I would consider Donna the ultimate professional," her nominators wrote.

The UVA Health System Medical Center Quality Council announces the **Charles L. Brown Award for Patient Care Quality**. This award was established in 2006 to honor the late Charles L. Brown's service and generosity to the Health System as a member of the Health Sciences Council in the 1990s. Through this fund, \$10,000 will be awarded once a year to a Health System team(s) to recognize excellence in patient care. The fund shall be used for continuing professional education and quality improvement efforts. For award application form, please contact the office of Quality and Performance Improvement (ext. 2-2870 or e-mail cgm@virginia.edu). Deadline to apply is 5 p.m., Nov. 1.

Volunteer Services needs your used magazines and bottles. Recent magazines are placed in waiting rooms or given to inpatients. For more than 30 years, the Flowers for Patients Program has used clean iced tea, salad dressing and similar bottles (with labels removed) as flower vases. Did you know that on Tuesdays volunteers create flower arrangements using donated flowers, and deliver them to hospital patients who do not have them?

UVa School of Nursing students have partnered with the Jefferson Area Comprehensive Health Investment Project to provide baby

books for low-income families. Founded by School of Nursing Assistant Professor **Vickie Southall, R.N., MSN**, the "Baby Book Project" helps students learn about the development and health of young children while providing at-risk families with important child healthcare information. Each baby book details motor-skill and language-development milestones at specified age levels and explains health and safety information. Parents can record personal notes, and document immunizations, dental health, well child care and primary healthcare provider information. Feedback from families and nursing students was so positive that the "Baby Book Project" may become an assignment for all students in a pediatric rotation.

Family Practice physician and UVA Clinical Assistant Professor **Patricia A. Pletke, M.D.**, was selected to join 19 other Virginia physicians in the inaugural class of the Medical Society of Virginia Foundation's (MSVF) Claude Moore Physician Leadership Institute. The eight-month program funded by the Claude Moore Charitable Foundation will guide participants through four tracks: public policy, community health, clinical care and executive management.



Operating Room Surgical Technologist **Anika Thurston** is Medical Center Employee of the Month for July. When family tragedy struck Thurston's supervisor, she voluntarily became the

interim endoscopic team supervisor. For four weeks, she demonstrated leadership in a crisis, maintaining the staffing schedule, sending instrumentation for repair and ordering new instrumentation, and providing overall stability to the team. That Thurston handled the crisis in this way was no surprise. Her nominators wrote that Thurston "gives selflessly and does 'whatever you need me to do' to maintain continuity in providing excellent patient care." Her supervisor stated, "She filled in for me admirably. ... She is a huge asset

to this institution and needs to be rewarded for her hard work."

Nuclear Cardiology Administrative Assistant **Carolyn Morris** is Medical Center Employee of the Month for August. When her unit began serving the Transesophageal Echocardiography patient population in addition to Stress Lab patients and this highly complex patient group grew from three to up to 15 weekly,

Morris took up the slack in addition to her Stress Lab duties. In her usual, quiet way, she learned their scheduling and follow-up requirements and now even calls each patient before arrival to ensure there will be no last-minute "glitches" for them. Carolyn's nominator wrote, "I lovingly tease her about being a 'pit bull' when it comes to making sure every last 'T' is crossed and every last 'I' is dotted."



CBS 19 visited the UVA Health System to learn about volunteering's health benefits to seniors. Eighteen-year volunteer veteran **Georgia Davidson**, who works Fridays at the gift shop, says it is a "rewarding experience." Volunteering seniors have fewer medical problems, and the service keeps both mind and body active. "If you don't use it, you lose it," UVA Gerontological Nurse Practitioner **Kathleen Fletcher** told CBS.

The **Auxiliary Photography Show**, which exhibits work by UVA Health System staff, students and volunteers, will be on view outside the Surgical Family Lounge through Nov. 9, with ribbons and prizes awarded by local photographer Will May to the best entries.

MICU Manager **Rick Carpenter R.N., BSN**, has been chosen Distinguished Nurse Manager for 2006.

Dr. Marcus Martin, chair of the Department of Emergency Medicine, has been appointed interim assistant vice president in the UVA Office of the Vice President and Chief Officer for Diversity and Equity. The appointment runs for one year, effective July 10.

See "People & News" on page 9

As we look around us at the people and facilities that make up this institution, we can be proud. The University of Virginia Health System is one of the nation's finest academic medical centers, and our recent accomplishments include U.S. News & World Report rankings, our status as a Solucient 100 Top Hospital and, most recently, our Magnet Recognition for nursing excellence. We have received these recognitions thanks to the passion we bring to our work, and the standards we set for ourselves every day.

Now, we are ready to advance towards the next level.

Moving forward, we will be accelerating our commitment to investment in our future - a commitment to investing in

our people, with new training and compensation programs, as well as in the facilities and technology needed to remain at the forefront of medicine.

Over the next five years, we will expand the Health System, adding new buildings and technology that support our mission of patient care, education and research - facilities that truly "facilitate" the work you do.

These new facilities will combine your expertise in patient care with the advanced technology and design that will make possible more personalized care than ever before - from research that examines each patient's molecular composition to design that addresses the needs of each individual who walks through our doors.

At the end of this journey, we will have created a new model for the academic medical center. We have every expectation that our investment in our people - and in bricks and mortar - will enable us to realize the full, life-saving potential of 21st-century medicine.

We are able to make these investments today only because we have made some sound decisions working together to find better, stronger, more innovative ways of approaching the work we do.

Excellence does not happen in isolation, but in the context of working assertively with others in pursuit of a common goal. Together we will move forward, raising the bar in every way.



R. Edward Howell
Vice President and CEO
UVa Medical Center

Arthur Garson Jr., M.D., M.P.H.
Vice President and Dean
UVa School of Medicine

Setting the Pace for 2

Creating an Environment of Hope

Named for the late Virginia state senator and former UVa Health System patient, the **Emily Couric Clinical Cancer Center** will integrate the latest breakthroughs and personalized cancer care in an environment that supports each patient's physical, spiritual and emotional well-being. The building will be designed to accommodate future advances in cancer treatment, such as therapies based on each patient's molecular and genetic make-up. The interior will celebrate

nationally recognized leader in immunology research, will also be housed here.

"By enabling us to expand our programs in science and biomedicine, the Carter-Harrison Research Building will address one of the University's highest priorities. It also will help us meet our goal of increasing investment in research related directly to the well-being of Virginia's people," said University of Virginia President John T. Casteen III. "We can look forward with gratitude to the lifesaving therapies that will result directly from work in this building."

Training Nurses for 21st Century Challenges

The **Claude Moore Nursing Education Building** will make possible a 25 percent enrollment increase, helping to address the severe nursing shortage and enhance patient care. Flexible classrooms will include cutting-edge technologies, including computer-based tools enabling one-on-one teacher/student interaction, to better prepare students for the profession's increasing complexity.

Natural light and a Student Life Center create an atmosphere that promotes health and

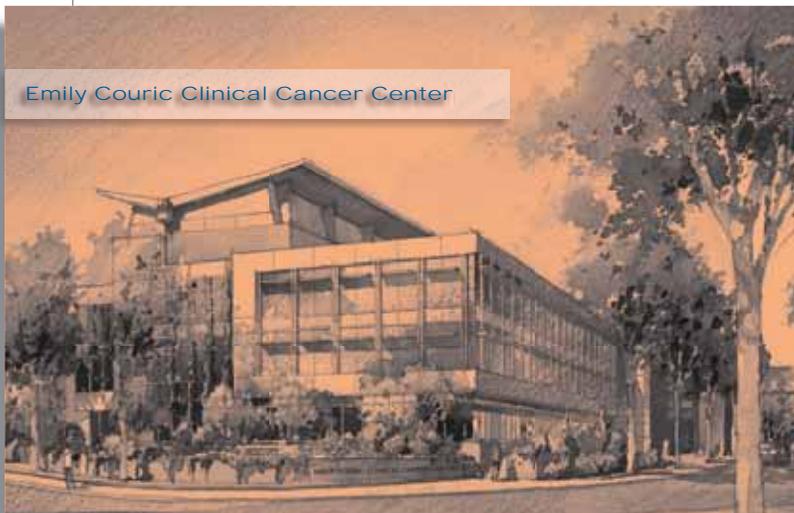
humanity. A new Center for Nursing Research, with upgraded laboratory facilities, will occupy freed-up space in the current building.

"Construction of the new building and the later renovation of McLeod Hall will truly transform the school's teaching and research

missions," said Sadie Heath Cabaniss Professor and School of Nursing Dean Jeanette Lancaster, Ph.D., R.N., FAAN. "We will increase enrollment across all programs from the baccalaureate to the Ph.D. by 25 percent in order to do our part in educating nurses for faculty roles and for the profession itself. New and more contemporary constructed research space will enable our faculty researchers to engage in more evidence-based studies designed to improve health and healthcare."

Upgrading Infrastructure

To support the advances in technology and expansion, the UVa Health System is upgrading systems that run the hospital building itself. "In most places, leaders wait until there's a crisis, which is far more expensive and can even put care in jeopardy," said Tom Harkins, administrator, UVa Health System Facilities Planning and Capital Development. "It's rare that an institution commits this kind of funding to infrastructure."



Emily Couric Clinical Cancer Center

Virginia's geographical regions, and highlight patient education. Its eco-friendly design includes lots of glass, natural light, a garden and a sloped roof that enables rainwater harvesting, surrounding patients and their families with an atmosphere of hope and healing.

"We will welcome patients and families to a place where they will not only receive extraordinary care but will feel comforted in a healing environment," said Chief Clinical Officer/Chief Nursing Officer Pamela Cipriano, Ph.D., R.N., FAAN.

Advancing Research Through Collaboration

Currently under construction, the **Carter-Harrison Research Building** is dedicated to research on vaccine therapy, immunology, infectious diseases and cancer. These areas share many similarities at the molecular level, and this proximity will enable scientists to collaborate more easily. The benefit to scientists and patients: more hope for the development of innovative, and potentially lifesaving, therapies for patients at UVa and elsewhere.

The building honors families whose foundations have advanced UVa's medical research: the Beirne B. Carter Foundation and the Harrison Family Foundation. The Beirne B. Carter Center for Immunology Research, a



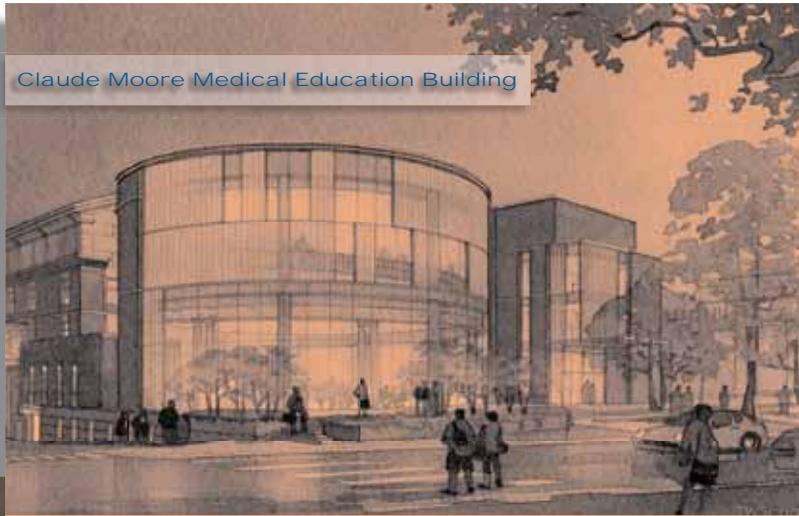
Carter-Harrison Research Building



21st-Century Medicine

An addition to the chiller plant (not shown) will provide the centralized chilled water to support the new and existing buildings. Energy-efficient, environmentally friendly and maintenance-saving, a central chiller plant uses one-third the energy of a window air-conditioner, said Cheryl Gomez, director of energy and utilities.

Hospital mechanical, electrical and plumbing systems, which are about 20 years old, are also being upgraded. "This is the heart and guts of the hospital and keeping it in top shape to support our work is critical," said Harkins.



Claude Moore Medical Education Building

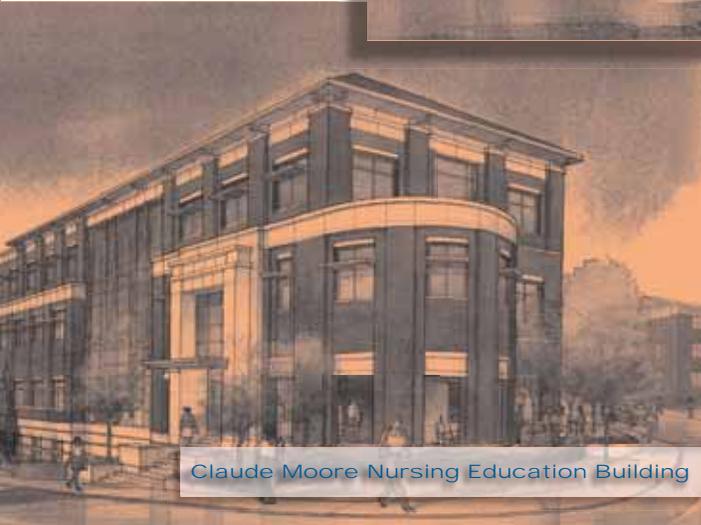
Transforming Medical Education

The **Claude Moore Medical Education Building** will allow the School of Medicine to create a new and innovative model for medical education.

Incorporating technology never before available at a medical school, its Technology Enabled Active Learning (TEAL) classroom will provide new opportunities for interaction between professor and students and new ways to see and understand the human body. The School's commitment to

patient-centered learning will be expanded through teaching in dedicated patient-exam space in its Clinical Skills Teaching and Assessment Center. There, students will hone interviewing skills as their videotaped interviews are discussed with faculty. A Medical Simulation Center will give students and residents using virtual reality ways of practicing situations before they encounter them in patients.

"Active, individualized learning assisted by technology is key to the future of medical education," said Arthur Garson Jr., M.D., M.P.H., vice president and dean, UVa School of Medicine. "This new building, a new literal front door for the School, will propel UVa to the forefront of medical education in the United States."



Claude Moore Nursing Education Building

Putting Children First

Providing advanced care in a convenient, child-centered environment is the purpose of the **Barry & Bill Battle Building at UVa Children's Hospital** (conceptual drawing shown). Children's healthcare services will be integrated through bringing the caregivers and the technology together under one roof.

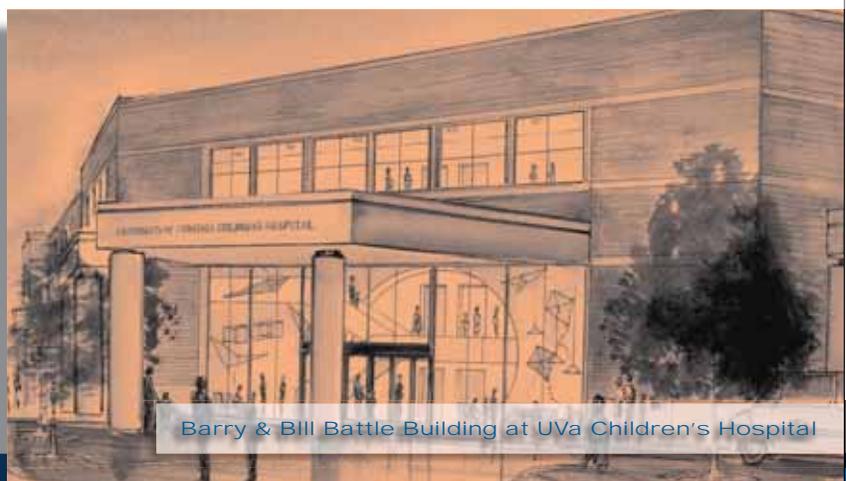
The facility is named for longtime children's health advocates Ivy Foundation Chair William C. Battle and his wife, Barry, who has supported the UVa Health System's children's endeavors since serving as a founding member and first chair of the original Children's Medical Center committee in 1983.

Plans are being developed to house a pediatric cancer infusion center and outpatient clinics focused on primary care, autism, cerebral palsy, diabetes and other specialties. "In our new facility, families will find comprehensive care for their children in a kid-friendly environment focused on their needs alone," said UVa Chief Operations Officer Margaret Van Bree. "Access to the most advanced technology and the finest care for young patients in a single location will make visits far more convenient for those who are coping with a child's illness."

Moving from Bench to Bedside

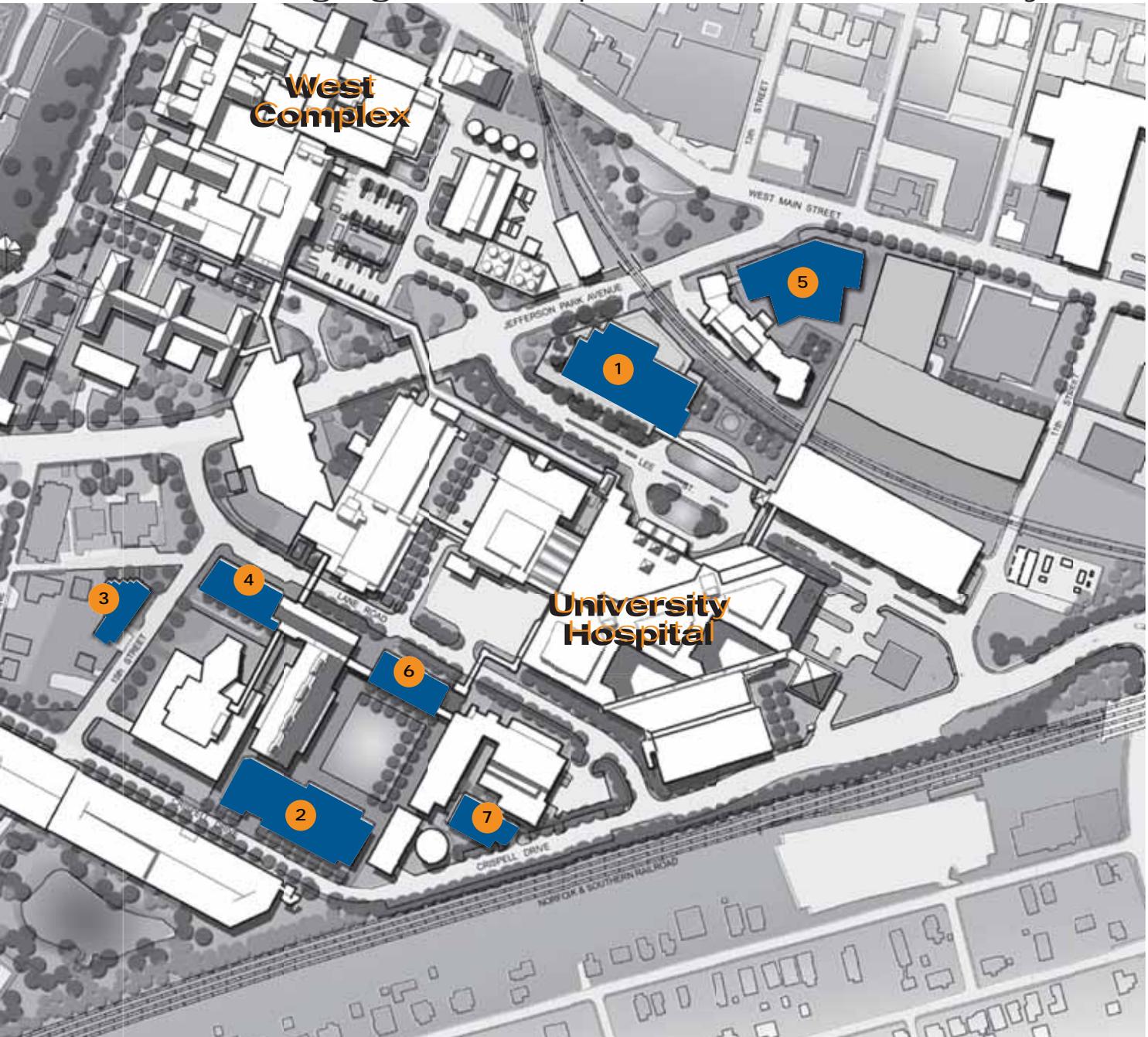
In the **Ivy Foundation Translational Research Building** (not shown), researchers will work with teams of physicians to turn scientific discoveries into real-world practices, particularly in cancer care, cardiology and neuroscience. Flexible laboratory space will facilitate collaborating in such areas as genomics, drug development, clinical pharmacology, pediatric hematology and oncology, and medical imaging.

Here, researchers will focus on understanding how therapies work in individual patients. A molecular correlations laboratory will support molecular profiling of patients and their tumors, and a molecular therapeutics laboratory will enable identifying chemical and molecular inhibitors of cancer and other diseases.



Barry & Bill Battle Building at UVa Children's Hospital

The Changing Landscape of the UVA Health System



Facts At A Glance

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| <p>1 Emily Couric Clinical Cancer Center</p> <p>118,000 square feet (will handle patient volumes expected to double by 2013). Design approved by the Board of Visitors in July 2006. Groundbreaking planned for 2007, with completion date to be determined.</p> | <p>3 Claude Moore Nursing Education Building</p> <p>32,000 square feet
Construction began summer 2006, with completion planned for March 2008.</p> | <p>6 Ivy Foundation Translational Research Building</p> <p>Groundbreaking is slated for 2008, with completion in 2010.</p> |
| <p>2 Carter-Harrison Research Building</p> <p>200,000 gross square feet
Broke ground September 2005, construction began March 2006, with completion anticipated winter 2008.</p> | <p>4 Claude Moore Medical Education Building</p> <p>57,000 working square feet
Construction is scheduled to begin in 2007, with completion in spring 2010.</p> | <p>7 South Chiller Plant Addition</p> <p>Construction scheduled to begin in spring 2007 with completion anticipated summer 2008.</p> |
| | <p>5 Barry & Bill Battle Building at UVA Children's Hospital</p> <p>In the fund-raising and planning phase</p> | |



People & News [continued]

On Aug. 2, the **Nurse Residents** received their graduation certificates from Chief Clinical Officer/Chief Nursing Officer Pamela Cipriano, Ph.D., R.N., FAAN. Congratulations!

Maurice Apprey, Ph.D., a professor of Psychiatric Medicine and the School of Medicine's former associate dean for diversity, has been appointed interim dean of the UVa Office of African-American Affairs, effective July 31.

UVA CME's first television CME program with Discovery Health Television, "HPV and Cervical Cancer: Managing the Risk," appeared on Sept. 24. Featuring **Peyton Taylor, M.D.**, this unique program included an expert panel discussion and patient scenarios, and will help improve the understanding of this disease.

Employees are invited to enjoy the latest issue of the UVa Health System's new quarterly consumer publication, **Vim & Vigor**. Subscription cards and instructions on how to sign up will be available at display tables in the main and west cafeterias during the week of Nov. 6.

The UVa Medical Center will be awarded the **Health Resources and Services Administration (HRSA) Organ Donation Medal of Honor** in New Orleans this month. During the last few years, the Medical Center has met or exceeded a 75 percent con-

version rate for organ donation, the number of medically suitable deceased patients who go on to donate organs. "This reflects a tremendous amount of work on the part of the ICU staff, both medical and nursing; the chaplaincy staff; and LifeNet, [a federally designated organ procurement organization]," said **Angelina Korsun, R.N., MSN**, director, transplant services and ambulatory operation.

To honor **Robert J. Kadner, Ph.D.**, Norman J. Knorr Professor of Microbiology, who passed away last year after 35 years at UVa, the Department of Microbiology held a memorial service and symposium focusing on his areas of research. The Sept. 12 event, "BacterioLogic: Signaling and Transport Through the Bacterial Outer Membrane," drew experts from throughout the country. The UVa Academy of Distinguished Educators also awarded the first annual Robert J. Kadner Award named for the legendary professor, recognizing UVa School of Medicine faculty who are engaged in basic or clinical lab research and are strongly committed to teaching in both lab and classroom. Associate Professor of Medicine **Suzanne M. Moenter, Ph.D.**, is the first recipient.

Associate Professor of Medicine **James D. Bergin, M.D.**, and Associate Professor of Neurology **Ted M. Burns, M.D.**, have been awarded the UVa Medical Center Master Educator Awards.

Looking Ahead: the Medical Center

An update on hospital renovations

The new Food Lion Neonatal Intensive Care Unit is complete, as is a 47-bed Surgical Admissions Suite Post Anesthesia Care Unit (SAS/PACU). A new 20-bed short stay (under 24 hours) observation unit will speed patient assignment to the appropriate hospital unit or to return home. By next spring, renovations on five more operating rooms will be in place, adding one more room to the complement of main operating rooms available.

Ambulatory care projects are ongoing. The Infectious Diseases Clinic's relocation to the West Complex is in the design phase, the Allergy Clinic consolidation at Northridge is underway and Pediatrics' consolidation is being handled in phases in the Primary Care Center.

Also under consideration is a hospital bed expansion to be added to the front of the hospital from the third to eighth floors. This project would add 50 high acuity adaptable beds built to the ICU level and higher, and patient rooms and public corridors would be upgraded.

Another element of hospital renovations will bring staff as close to patients as possible. Offices off the Link are planned to house 100 workstations for staff members such as therapists and nutritionists. "We're all here to treat patients," said Tom Harkins, administrator, UVa Health System Facilities Planning and Capital Development.

What They Did On Their Summer Vacation

Every summer the UVa Health System is invigorated by the best and brightest high school students from six counties. Junior Volunteers can be spotted in red polo shirts

(or sometimes scrubs) in 18 departments, from the Inpatient Pharmacy to Angioradiology, along with delivering mail and flowers and serving as wayfinders for patients and visitors. Qualifying students must be 14 years old and have completed eighth grade. The selective process – only 75 are chosen – requires a

10-page application with recommendations and parent pledge, and a personal interview. The program is funded in part by the Hospital Auxiliary. Like many young participants, Monticello High

School junior Whitney Lipscomb and Western Albemarle High School senior Yusuf Dosu are exploring medical careers. "Volunteering here is a way to find out if I'd like it," says Dosu.

By sorting supplies for the Medical Equipment Recovery of Clean Inventory (MERC I) program, students learn – and make a difference. "These kids would not see these medical instruments until they were in medical or nursing school," says Helen French, R.N., BSN, who founded the volunteer program. Since 1992, MERC I has distributed 380 tons of surplus supplies from UVa operating rooms, clinics and units to those in need – including back to the Medical Center (see RAM page 3), keeping usable equipment out of landfills, and helping organizations worldwide.

"This is a great program," says Lipscomb. "It's definitely a good feeling to work here."



Monticello High School junior Whitney Lipscomb and Western Albemarle High School senior Yusuf Dosu learn about medical careers as Junior Volunteers at the MERC I program.

Understanding the JDPA Tool

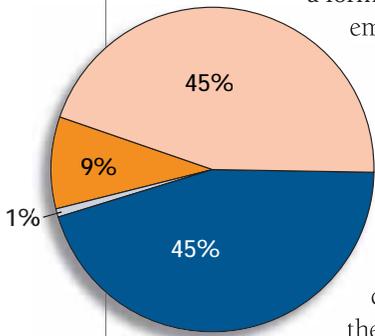
It's beginning to look a lot like – no, not Christmas – performance appraisal season. The Job Description Performance Appraisal tool, or JDPA, is in its third year. Since 2004, the JDPA has made it possible to evaluate job performance at the UVA Medical Center in a way that is far more specific to individual jobs than ever before: The JDPA includes approximately 400 job titles rather than the four job titles used under the previous system.

This year the job-performance process will add a formula-driven approach to each employee's overall rating. This approach was driven largely by employee feedback indicating confusion about how their overall rating was determined, especially as it related to individual job functions. "The addition of a formula-driven, calculation-based approach to the JDPA is intended to increase fairness and consistency in the performance appraisal process," says Rose Markey, director of employee relations.

Here is how it works.* The UVA Medical Center has a pay-for-performance philosophy that rewards employees based on performance levels. Employees who perform well and "meet expectations" receive pay increases, while those who "exceed expectations" or perform at an "outstanding" level receive even higher increases.

Forty percent of every Medical Center employee's job performance is evaluated according to the same functions – which are tied to communication, customer service, performance improvement and teamwork. The remaining 60 percent is devoted to job-specific tasks.

Managers calculate, not estimate, an employee's performance score. The JDPA form lists each employee's job duties, gives them a weight ranking and lists four levels of achievement: 1 = below expectations, 2 = meets expectations, 3 = exceeds expectations, 4 = outstanding.



- Outstanding
- Exceeds expectations
- Meets expectations
- Below expectations

How to Prepare For the Performance Appraisal Discussion

Managers

- Sign up for courses offered by the Center for Organizational Development on how to make the performance appraisal process as meaningful as possible for employees.
- Maintain a "drop file" on each employee.

Employees

- Review the JDPA form for your specific position.
- Maintain a "drop file" that includes your accomplishments throughout the year and compliments you received.
- Discuss your accomplishments. "Now's the time to blow your horn," says Markey.

Points are multiplied by the level of achievement in each category. For example, if "courtesy" were weighted at "10," and the performance level were determined to be "exceeds expectations," or 3, then "courtesy" would be worth 30 points. And so on for all job duties.

Overall point totals earn the following ratings:

- Outstanding 345-400
- Exceeds expectations 251-344
- Meets expectations 175-250
- Below expectations 100-174

"Some people believe you can have only so many 'outstandings' or 'exceeds expectations,' and so on. That's just not true," says Markey.

Every year, dollars are budgeted for performance-based pay increases. The amounts of performance-based pay increases are determined by calculating the percentage of employees in each achievement level, then determining the appropriate increase for each performance level. (Employees who receive an overall rating of "below expectations" are not eligible for an increase.)

Managers received performance management materials on Aug. 31 and must return them to HR by Nov. 30. As in previous years, performance-based increases will be effective the first full pay period of the calendar year, Jan. 14, 2007.

"It's a crazy time for us," says Markey, whose office is the repository for the 5,000 evaluations while they are tabulated.

**Only employees hired on or before July 2, 2006, will be eligible for a performance evaluation and merit increase this year. This excludes Clinician 1s who have not completed their 12-month probationary period.*

The Center for Organizational Development has produced a brief, fast-paced video that explains the process, including the formula-based format, for managers and employees. Go to the following link and select "The JDPA Process Video" at left: <https://www.healthsystem.virginia.edu/intranet/hrcod/>.



Spotlight on Patient Safety

Education is a key component of any patient safety effort and is critical to creating a culture of safety in health care organizations – and the Internet is a useful tool in the education process.

The Resources for Patient Safety Web page (healthsystem.virginia.edu/internet/library/portal/patientsafety/) helps meet employees' need to find up-to-date and reliable online information about safety issues. Here you can find emerging news stories, pertinent articles and monographs, and links to organizations in the forefront of research and action.

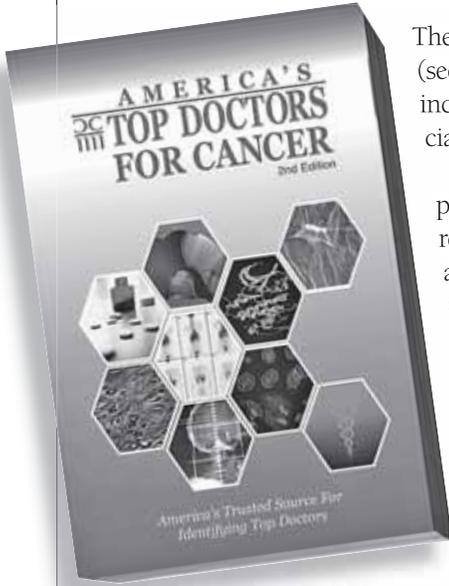
This page also links to Patient Safety Resources (healthsystem.virginia.edu/toplevel/patients-families/patient-safety-resources.cfm). The Patient Safety Resources page offers information on topics such as medication safety, fall/injury prevention and effective communication between patients and physicians. A "Show Your Commitment to Patient Safety" video available on this page is designed to help keep patients safe by showing them how get to involved in their own healthcare. You will also find a link to the Medication Record, which patients can print out and fill in at home so they have a

current record of their medications to bring to appointments.

Patient Safety is a core value and continuous focus at the University of Virginia Health System. These new patient safety pages are available to help employees and patients make better, safer decisions about their healthcare.

Look for the Patient Safety Fair in the Dining Conference Rooms on November 16. There you will find information on patient safety initiatives taking place throughout the UVA Medical Center as we build our culture of patient safety.

2006 America's Top Doctors



The 2006 *America's Top Doctors for Cancer* (second edition, Castle Connolly Medical) includes 20 University of Virginia physicians, up from 15 last year.

"We are very pleased to see so many physicians from the UVa Cancer Center recognized not only for their clinical and academic research accomplishments, but also for the excellence of their patient care," said UVa Cancer Center Director Michael Weber, Ph.D.

The guide contains profiles of the nation's leaders in more than 40 cancer sub-specialties, who diagnose and treat cancers in adults and children. The Top Doctors were selected through a peer nomination process that addresses

excellence in academic medicine and research and, most importantly, excellence in patient care – doctors to whom nominating physicians would send their own family members.

This news follows UVa Board of Visitors approval of a design for the new Emily Couric Clinical Cancer Center. (See insert.)

UVa doctors named America's Top Doctors for Cancer

Reid Adams, M.D.	Surgical Oncology
Thomas M. Daniel, M.D.	Thoracic Surgery
Eugene F. Foley, M.D.	General Surgery
William W. Grosh, M.D.	Hematology/Oncology
John B. Hanks, M.D.	General Surgery
James Lerner, M.D.	Radiation Oncology
Edward R. Laws Jr., M.D.	Neurological Surgery
Paul A. Levine, M.D.	Otolaryngology-Head & Neck Surgery
Stacey E. Mills, M.D.	Pathology
Tyvin Andrew Rich, M.D.	Radiation Oncology
Maureen Ross, M.D., Ph.D.	Hematology/Oncology
David Schiff, M.D.	Neurology
Mark E. Shaffrey, M.D.	Neurological Surgery
Craig Slingluff, M.D.	Surgical Oncology
Peyton T. Taylor Jr., M.D.	Gynecologic Oncology
Daniel Theodorescu, M.D., Ph.D.	Urology
Mary Lee Vance, M.D.	Endocrinology and Metabolism
Geoffrey R. Weiss, M.D.	Hematology/Oncology
Michael Williams, M.D.	Hematology/Oncology

Campaign

Continued from page 1

Charlottesville's Ivy Foundation gave \$45 million, the largest capital gift in UVa Health System history, supporting a new translational research building; the Barry & Bill Battle Building at UVa Children's Hospital; and the Emily Couric Clinical Cancer Center, in honor of the late Virginia state senator, a former UVa patient.

The Claude Moore Charitable Foundation, created through the estate of School of Medicine alumnus Claude Moore, provided challenge grants supporting the Claude Moore Medical Education Building (\$12.5 million) and the Claude Moore Nursing Education Building (\$5 million).

Personal relationships help to attract significant gifts. Smithfield-Luter Foundation gave \$5 million to recruit an internationally recognized cancer specialist and expand the cancer research team, in memory of UVa Cancer Center Director Michael Weber's father, a longtime Smithfield associate. Allison and Randy Shure, whose son was treated at UVa Children's Hospital, made a leadership gift to the new children's outpatient building and also will establish a professorship in pediatric neurology.

"This campaign becomes a partnership between the UVa Health System and the people and communities we serve," says R. Edward Howell, vice president and CEO, UVa Medical Center. "It allows us to work toward the common goal of establishing UVa as a leader in advanced medical care and research, the most sought-after institution for medical education; and the employer of choice throughout our region."

For more information, call 924-8432, or go online at www.healthsystem.virginia.edu/development/.

UVa State Health Forum Educates Officials

On Aug. 1, key members of the Virginia state government, including the secretaries of finance, health and human services, and technology; the Northwestern Virginia Health Systems Agency; and the Virginia Hospital and Healthcare Association spent the day at the UVa Health System to learn what it takes to provide excellent patient care, conduct cutting edge research, and educate tomorrow's doctors and nurses. The UVa State Health Forum included Health System senior administrators and faculty, and medical and nursing students who guided the visitors through hospital units, including

the newly refurbished Neonatal Intensive Care Unit and operating rooms. The Health Forum focused on the challenges facing the UVa Health System and the programs being implemented to meet those challenges and help shape the future of healthcare.

In addressing the officials, R. Edward Howell, vice president and CEO, UVa Medical Center, made the following points:

- UVa Health System is a nationally recognized, statewide resource that depends on state support to provide services to all Virginians, regardless of their ability to pay.

- UVa Health System is on the forefront of addressing the workforce shortage, and a close partnership with the Commonwealth will be critical to the success of our efforts.
- UVa Health System is a leader in research and development of innovative diagnostic tools and treatments that could be affected by federal funding reductions.

"We are committed to continually raising the bar in patient care, education and research and maintaining the state's reputation nationwide as a leader in healthcare," said Howell, "and Commonwealth support will be critical to our success."

Advancing healthcare through *clinical trials*

Please call the trial coordinator to enroll confidentially or for additional information.

How clinical trials benefit you
At the University of Virginia Health System, clinical trials are taking place every day, making available the best medical research in a setting where learning, discovery and innovation flourish. And it is our patients – today and in the future – who reap the rewards, whether or not they participate in a trial. Please call the trial coordinator to enroll confidentially or for additional information.

Genes, Salt and Blood Pressure

Generally healthy men and women, ages 18 to 70, normal to moderate weight, are needed for a study on genes and the response of blood pressure to dietary salt. Participants with low, normal or high blood pressure are selected according to their genetics and will receive: physical exam, EKG, chest X-ray, blood chemistries and urine tests. The study includes two weeks of prepared food (3x/week food pick-up) and \$100 for study completion. HIC #11494 (L). UVa Endocrinology, **Cindy Schoeffel, M.D.**, 924-1634, cds2t@virginia.edu

Stress During Pregnancy Study
Researchers at UVa Health System are interested in how women experience and deal with stress during pregnancy. Six weeks of relaxation training will be provided to half of the participants. Researchers will also examine how coping strategies affect the course of the pregnancy and the health of the infant. You may be eligible if, at the beginning of the second trimester, feel stressed, and do not yet have any children. You will be paid for your participation. IRB HSR #12234 (L). UVa Psychology, **Andrea Chambers**, 243-5243

Treatment Resistant Depression

Volunteers over age 18 are needed for a study using the investigational drug combination of aripiprazole (Abilify®) and lamotrigine (Lamictal®) for symptoms of bipolar mania. Participants will receive cognitive assessments, a physical exam, blood work, drug screen, ECG, pregnancy test (women), and medical and psychiatric history. Study-

related tests and drugs are provided at no charge. There is no compensation for this study. IRB-HSR #12318. UVA Center for Psychiatric Clinical Research, **Royanne Dell, CCRC**, 243-4655

Study to Determine Effectiveness of Acupuncture for Infrequent Periods

Women, ages 18 to 43, with Polycystic Ovary Syndrome (PCOS) are invited to participate in a study involving the influence of acupuncture on reproductive hormones and ovulation. PCOS symptoms may include infrequent periods, weight gain and unwanted body hair. The study involves 16 visits over a five-month period. Eligible participants will complete glucose fasting tests, blood and urine samples, and questionnaires. Study-related tests are provided at no cost. Compensation is \$170 for completion of the study. IRB-HSR #12045. UVa Obstetrics and Gynecology, **Lisa Pastore, Ph.D.**, Principal Investigator, 982-6657, ACUP_FOR_PCOS@virginia.edu

Send trial submissions to linktrials@virginia.edu.

Delivering Specialized, Long-Term Care

In partnership with Alabama-based HealthSouth Corp., the UVa Medical Center will seek to build a 40-bed, long-term acute care facility. This facility will be dedicated to patients who will be in the hospital for 25 days or more, and need neither acute hospital care nor nursing home care. A Certificate of Public Need has been filed. Once approved by the state, the facility could open as early as 2008.

the LINK newsletter

To submit ideas or join our mailing list, email linkpub@virginia.edu or FAX 924-2969. LINK is published 12 times a year for the employees, faculty, students, volunteers, donors and patients and families of the University of Virginia Health System. Find archived copies at www.healthsystem.virginia.edu/link. ©2006 by the Rector and Visitors of University of Virginia.

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