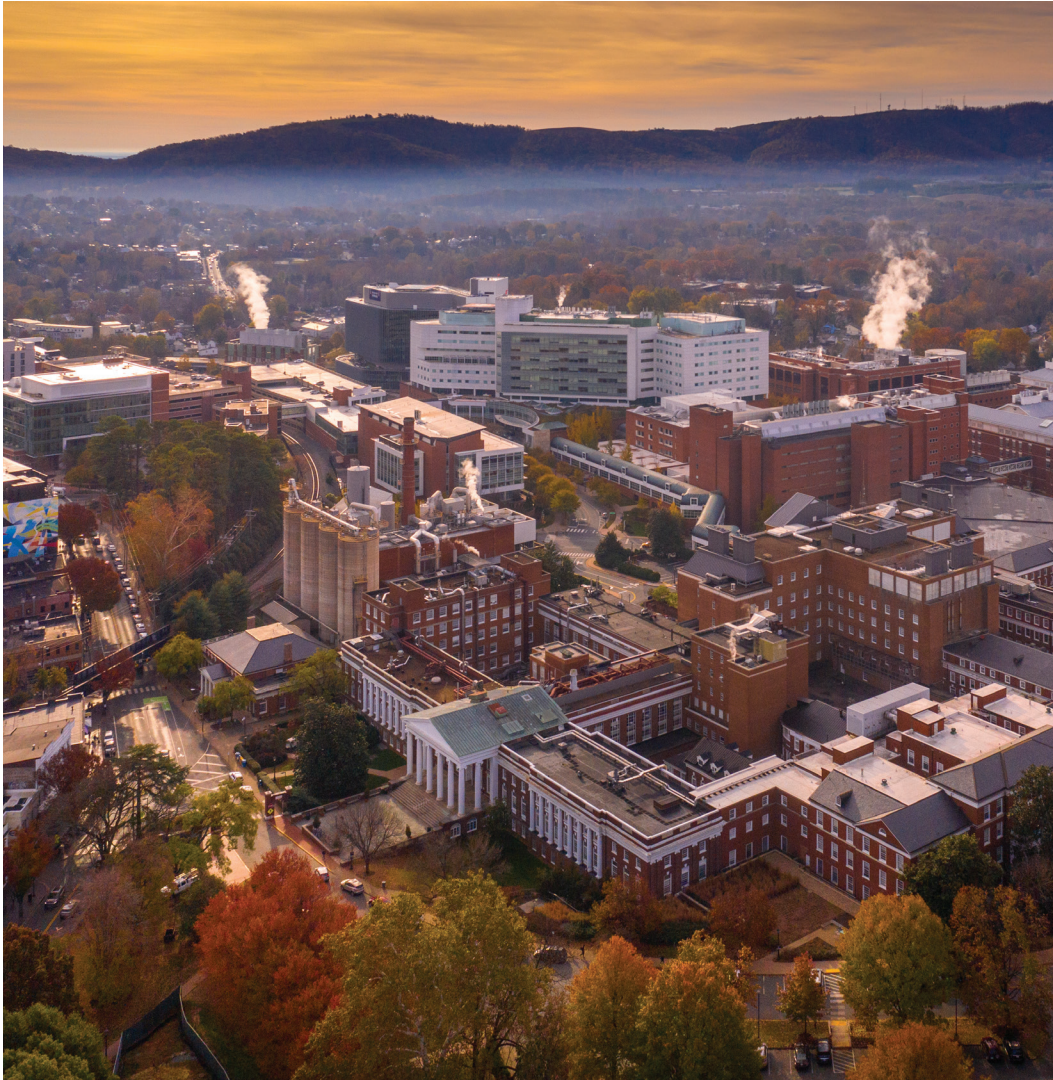


University of Virginia Physicians Group
(UPG)

ORIENTATION MANUAL
for
LEADERS



UVAHealth

UVA Physicians Group

UPG

UPG strives to **SUPPORT** our outstanding clinicians and our dedicated UVA Health and University partners, as we:

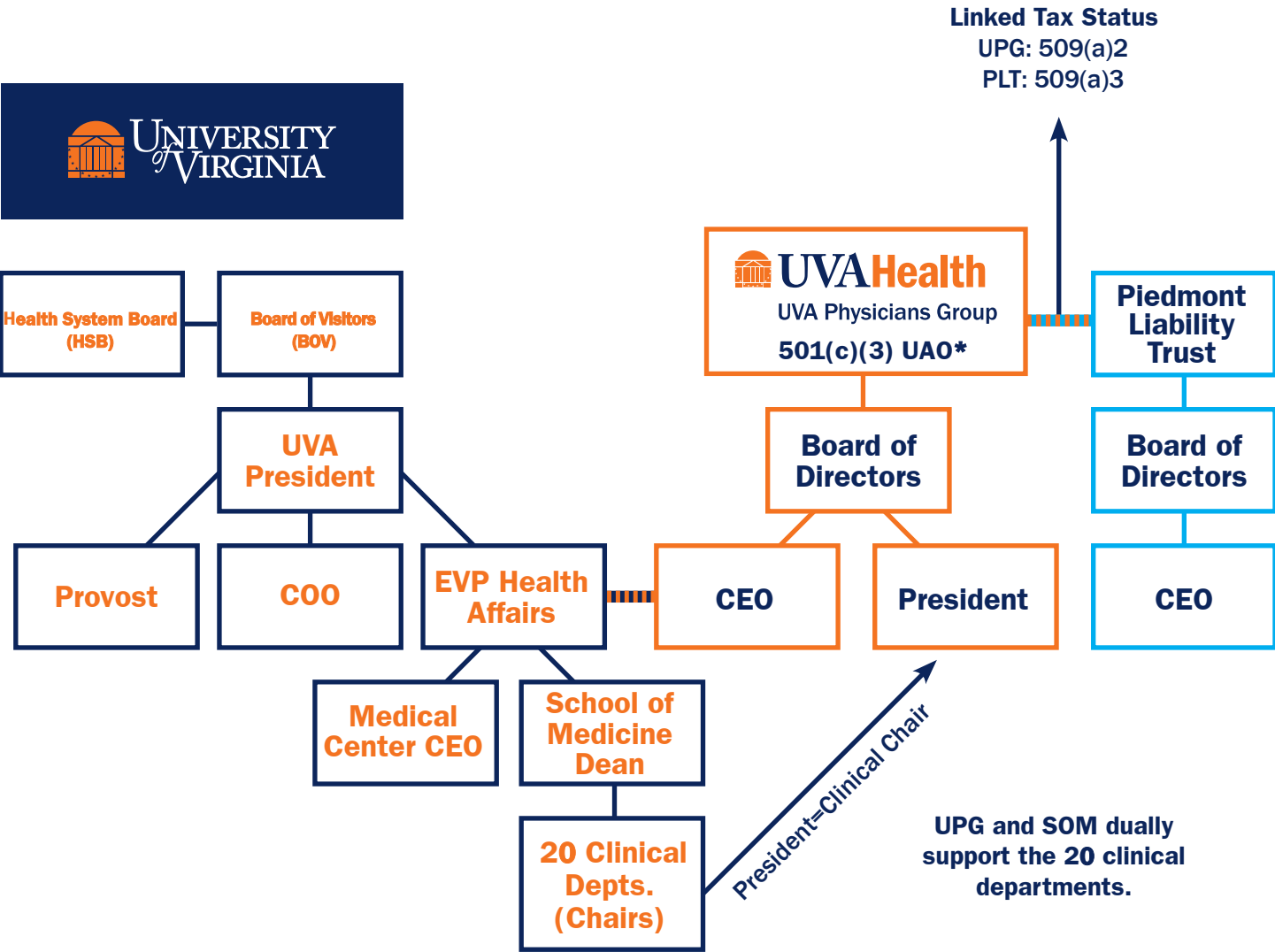
- Help **FULFILL** the UVA Health mission of transforming health and inspiring hope for all Virginians and beyond, and
- **SHARE** and **SUPPORT** the UVA Health vision to be the nation's leading public academic health system and a best place to work – while transforming patient care, research, education and engagement within the diverse communities we serve.

UPG ORIENTATION MANUAL

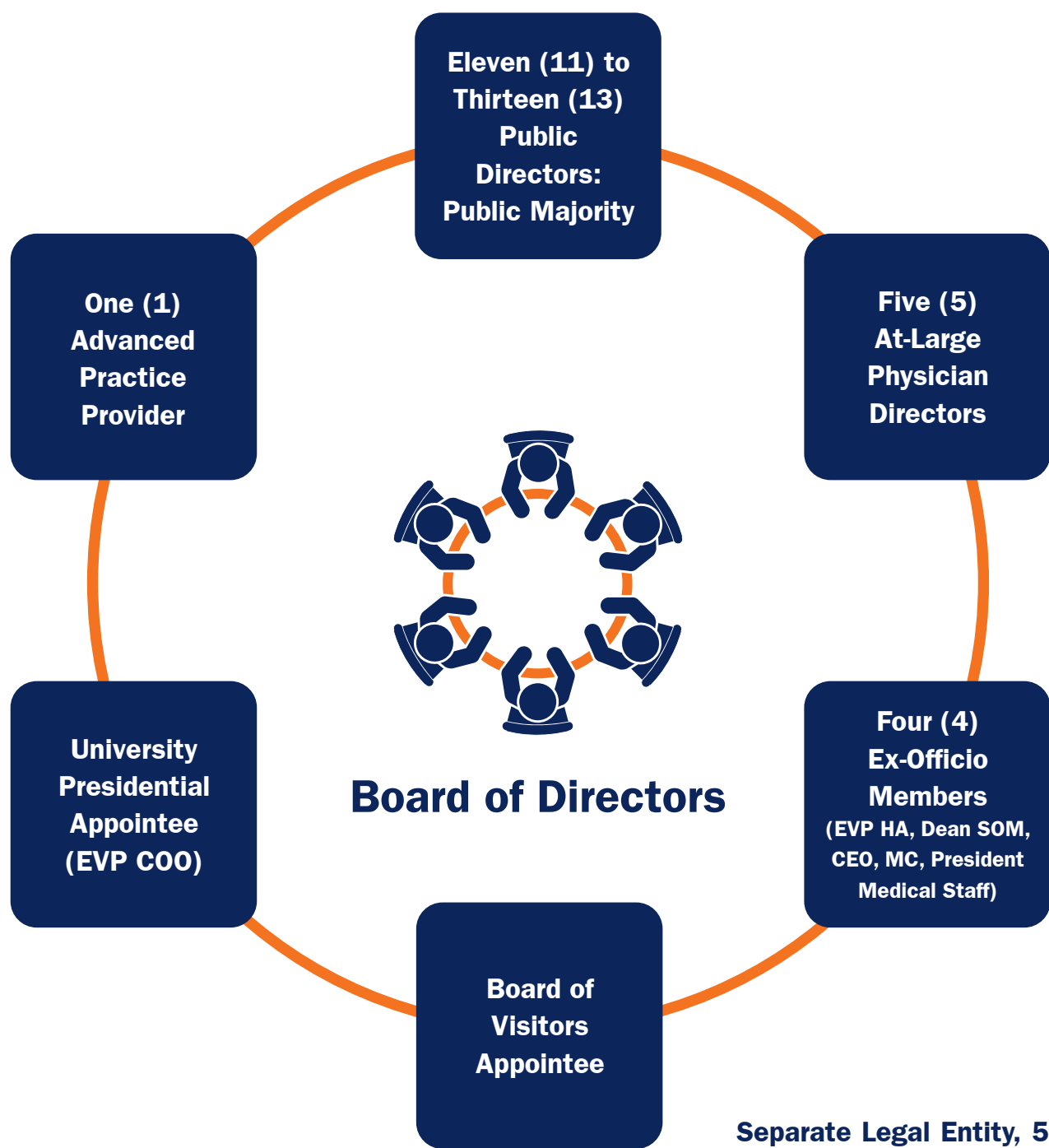
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UPG OVERVIEW



UPG GOVERNANCE COMPOSITION



Separate Legal Entity, 501(c)3
University-Associated Organization

EXCERPT FROM UPG FOUNDING DOCUMENT: Tax-Exempt Filing (1980)

The Foundation's purpose is to **assist medical education and research** and to **coordinate and develop superior patient care** through a group practice health care provider organization in the academic environment of the University of Virginia School of Medicine and University of Virginia Hospital, known jointly as the University of Virginia Medical Center.

...It is anticipated that the Foundation's activities will **assist the University of Virginia in attracting physicians and other health care professionals of outstanding ability and professional and academic reputation**, thereby enhancing both the educational opportunities and the quality of health care available at the Medical Center.

...One of the Foundation's purposes will be **to assist and conduct programs of public charity to benefit patients who might not otherwise be able to afford medical attention.**

-Leigh B. Middleditch, Jr. (former UVA BOV member and UPG Board member)

INDEPENDENCE: University-Associated Organization (UAO) STATUS

- **UAO status is premised on independence**
- Arm's length transactions are a requirement of Board of Visitors policy: **BOV-008**
 - Because each UAO is an independent entity, business transactions between the University and a UAO shall be arm's-length and documented as appropriate.

INDEPENDENCE: STRATEGIC VALUE

- **Freedom of Information Act (FOIA)/Open Records**
 - UPG is not a "public body"
 - Shields from public scrutiny physician salary information, corporate reserves & department financial information
 - Protects UPG from making public any strategic planning related to programs, locations, and external negotiations
- **Not subject to procurement rules**
- **Risk mitigation to UVA**

UPG GOAL

To support UVA physicians + providers as a collaborative UVA Health partner and employer of choice.



UPG has evolved to become a physician-led, administratively supported organization.

UPG SERVICES to the University & Clinician Workforce

- Ensures Daily Advocacy for Faculty & Clinician Perspectives
- Provides Malpractice Insurance through Piedmont Liability Trust
- Provides Pension Plan Oversight & Management
- Actively Manages & Optimizes Clinician Benefits
- Manages UPG's Real Estate Portfolio
- Provides Clinical Business Analysis & Creation of Business Plans
- Manages Clinical Contracts for both Internal & External Entities (Carilion / CMHMG etc...)
- Provides Clinical Budgeting Support
- Manages the Clinical MOU Funds Flow
- Responsible for Revenue Cycle & Payer Contracting Performance & Accountability
- Value-Based Programs (Practice Innovation) Programming support, contracting & Funds Flow
- Provides IT Support (UPG Funded EPIC Coaches; 3 FTE's)
- UPG's Regional Clinical Operations
 - * *Provide 70% of UVA Health (UVAH)'s Primary Care*
 - * *Nimble (Quick to Respond to Emergent Community Needs – COVID, Respiratory Clinics etc)*
- Assists in the Recruitment & Hiring of Clinicians
- Supports Resilience / Well-being Programs (Provider-Builder Dyad, Scribe Support, & the Use of Artificial Intelligence)
- Provides Clinician Priority for Families at the Sharon L. Hostler Child Development Center
- Represents UPG with UVAH Leadership & Internal/External Functions & Audiences
 - * *UPG is Recognized as 1 of 4 Key UVAH Entities (UPG, Medical Center, School of Medicine, School of Nursing)*
 - * *UPG Physicians & Advanced Practice Providers (APPs) are Voting Members of the UPG Board*
 - * *Monthly Open Forums for UPG Clinicians Produce Quarterly UPG Board Reports*
 - * *Combined UPG-CSEC Meetings Elevate the Priorities of Clinical Staff*

RECRUITMENT: UVA-UPG

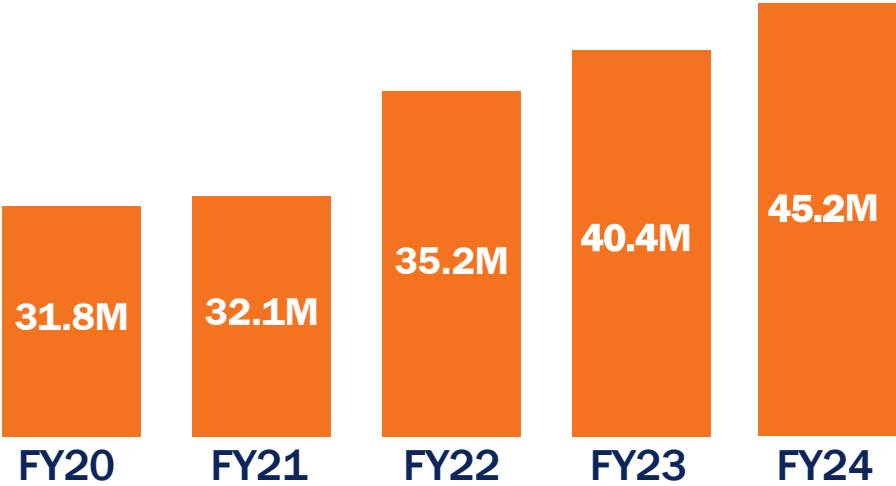
Assist UVA in attracting physicians and other health care professionals of outstanding ability and high professional and academic standing.

The UVA School of Medicine, in partnership with the University Provost, establishes clinician compensation and generally pays the first \$100,000 of faculty compensation. UPG supplements by paying amounts over that threshold, and strengthens the overall package available to the clinical faculty by providing fringe benefits that enhance those provided solely by UVA.



UPG: A Strong and Supportive UVA Health Partner

- UPG provides direct financial support to the academic mission
 - FY24: **\$45.2M**
 - FY23: **\$40.4M**
 - FY22: **\$35.2M**
 - FY21: **\$32.1M**
 - FY20: **\$31.8M**
- In addition, clinical surpluses at UPG fund the creation of University endowments
 - In fiscal year 2023, UPG funds were used to create two named endowments at the University for a total of \$6M. An additional \$2M and \$5.9M of UPG funds in 2024 and 2023 respectively were transferred to the University or the Medical School Foundation in support of the Clinical Departments. This \$13.9M of support is in addition to the \$45.2M and the \$40.4M in direct financial support in 2024 and 2023.



WHO IS UPG?

Note: The information presented reflects approximate employee counts by category and is subject to change.

➤ **~1600 Patient Care Providers:**

- **1200+ Clinical Faculty Physicians (dually employed by the UVA SOM and UPG)**
- **40 UPG Clinical Practice Group (CPG) Physicians**
- **260 UPG Advanced Practice Providers (APPs) and Allied Health Providers (AHPs)**
- **70 UPG Clinical Practice Group (CPG) Clinical Staff**

➤ **~295 Staff:**

- **80 UPG Corporate Administrative Staff***
- **30 UPG Clinical Practice Group (CPG) Administrative Staff**
- **55 UPG Medical Scribes**
- **90 CPG Access Staff**

***Functions include Finance/Accounting, HR/Benefits, Legal, Audit, IT, Facilities, Communications, Process Improvement, Governance & Policy Management, Practice Innovation, and Scribe Program Administration.**

EX-OFFICIO DIRECTORS:

Mitchell H. Rosner, MD, MACP, FRCP	Chief Executive Officer, UVA Health Executive Vice President for Health Affairs, University of Virginia
Margaret “Meg” Tracci, MD	Department of Surgery President, Clinical Staff
Colin P. Derdeyn, MD	(Interim) Dean, UVA School of Medicine
Teresa “Terrie” Edwards, MHA, LFACHE	(Interim) Chief Executive Officer, UVA Health University Medical Center

UPG BOARD OF DIRECTORS

September 17, 2025

AT-LARGE PHYSICIAN DIRECTORS:

Andrew Muck, MD	Professor and Chair, Department of Emergency Medicine
Kristen Greene, MD, MAS, FACS	Associate Chief Medical Officer, UVA Health Professor and Chair, Department of Urology
Mohan Nadkarni, MD	Harry T. Peters Jr. Professor of Medicine, David A. Harrison Distinguished Education Chief, Division of General, Geriatric, Palliative, and Hospital Medicine, UVA Health Systems
James Larnier, MD	Professor and Chair, Department of Radiation Oncology
Vanessa H. Gregg, MD	Assistant Professor and Director, UVA Division of General Obstetrics and Gynecology

ADVANCED PRACTICE PROVIDER DIRECTOR:

Rosemarie Tyger, PA-C	Department of Orthopedics
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UNIVERSITY REPRESENTATIVE DIRECTORS:

Jennifer J. Davis	Vice President and Chief Operating Officer, University of Virginia
	President (effective 7/12/25), University of Virginia
Victoria Harker	<i>Retired:</i> Executive Vice President and Chief Financial Officer, TEGNA Inc

UPG BOARD OF DIRECTORS

September 17, 2025

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Louise McNamee

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Mark Roberts, CPA

Laura Morgan Roberts, PhD

Scott Syverud, MD

R. Craig Wood

Vacancy (1)

CLINICAL DEPARTMENT CHAIRS

CLINICAL DEPARTMENT

Anesthesiology
Dermatology
Emergency Medicine
Family Medicine
Medicine
Neurology
Neurosurgery
OB/GYN
Ophthalmology
Orthopaedics
Otolaryngology
Pathology
Pediatrics
Physical Medicine & Rehabilitation
Plastic Surgery & Maxillofacial Surgery
Psychiatry & Neurobehavioral Sciences
Radiology & Medical Imaging
Radiation Oncology
Surgery
Urology

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Li Li, MD, PhD, MPH
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Madhusmita Misra, MD, MPH
Robert Wilder, MD
Scott T. Hollenbeck, MD, FACS
Nassima Ait-Daoud Tiouririne, MD (*Interim*)
Cree Gaskins, MD (*Interim*)
James M. Lerner, MD
Allan Tsung, MD
Kirsten L. Greene, MD

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Lacy Heiberger

Chief of Practice Innovation, UPG

LAS9Y@uvahealth.org