

Ambulatory Role Delineation Project

Project Overview

The Ambulatory Role Delineation Project seeks to review and define clinical roles within Ambulatory Operations at UVA Health to create scope and competency standards across all clinics.

Ambulatory role delineation work was initiated at UVA Health over four years ago with reinvigorated support from Wendy Horton, UVA Medical Center Chief Executive Officer, and John Bennett, UVA Health Chief Ambulatory Operations Officer, in 2022.

Why are we doing this?

- Lack of role definition and clarity has given rise to continuous requests for new job profiles.
- Results in more than 350 discreet job roles existing within Ambulatory Operations.
- Team member dissatisfaction due to frustration with job role clarity.
- Inability to work at top of and within appropriate scope of practice.
- To improve quality and safety of patient care, team member satisfaction, and enhance efficiency.



Project Structure

<p>Senior Leadership Provides vision to project team, removes barriers, supports major decision-making.</p>	<p>MAJOR DECISION MAKERS</p> <p>Executive Sponsor Wendy Horton, CEO</p> <p>Sponsor John Bennett, CAO</p>									
<p>Steering Committee Recommends major decisions, provides input, guidance, champions a successful project and casts leadership messages. Meets regularly.</p>	<p>RECOMMENDS MAJOR DECISIONS</p> <p>John Bennett, CAO Kathy Baker, CNO Rachel Nauman, Ambulatory Nursing Administrator Gina Engel, ACOMO – Primary Care William Peterson, ACOMO – Peds Alan Dalkin, ACOMO – Medical Shayna Showalter, ACOMO – Surgical Becky Compton, UPG Jim Min, UVACH MG Karmen Fittes, HR Min Lee, MC COO</p>									
<p>Project Leadership Plans, designs, tracks and manages project. Raises key decisions, input and status. Leads work streams in frequent team meetings.</p>	<p>DAILY DECISION MAKER</p> <p>Project Leader Rachel Nauman – Ambulatory Nursing Administrator</p>					<p>PMO Project Manager Sara Fowler (supports decisions made)</p>				
<p>Operations Operational input gathered through the below representatives on the working project team: (1) Ambulatory Ops, (1) Service Line, (1) Children’s, (1) Dialysis, (1) UPG</p>	<p>AMBULATORY OPERATIONS</p> <p>Surgical Subs A Catherine Cash</p>		<p>Surgical Subs B Renee Viette</p>	<p>Medical Subs & Women’s TBD</p>	<p>Primary Care & Psychiatry Laquita Pinchback</p>	<p>Dialysis Kim Deaver</p>				
<p>Work Streams Responsible for designing the tactical implementation plan. Provides subject matter expertise and operational input. Meets regularly.</p>	<p>SERVICE LINES</p> <p>Heart & Vascular Karen Forsman, April Howell</p>		<p>Oncology Christi Sheffield</p>	<p>Transplant Rob Teaster</p>	<p>UVA Children’s Karin Skeen, Theresa Green</p>	<p>Neuro Susan Jackiewicz, Tracey Gosse</p>	<p>UPG Sarah Shreckhise, Melissa Cantrell, Christine Rudge</p>	<p>Occ Health Tonya Swarey</p>		
<p>Quality: Regulatory Denise Barth, Kristine Hall, Kerri Murphy</p>		<p>Quality:– OSE Karen Measells</p>	<p>Human Resources Georgia Meyer, Dana Robb, Terri Stevens</p>	<p>Nursing Veronica Brill, JT Hall</p>	<p>Access Katie Fellows</p>	<p>NPDS Sue Galloway</p>	<p>APP Sally Miller</p>	<p>HIT TBD</p>	<p>Communication Ginny Clemenko</p>	<p>Pharmacy Danielle Griggs, Justin Vesser</p>
<p>Additional stakeholders will be added to the project team as the implementation affects applicable areas of therapy services, nutrition services, etc.</p>										

Project Timeline



DEPENDENT PROJECTS
 Timeline subject to change based on One Team and Chartis projects.

- PROJECT WORK INCLUDES**
1. Perform current state analysis
 2. Review scope of practice and OCA forms
 3. Review/revise job descriptions and consolidate jobs
 4. Update key documents
 5. Validate project work and recommendations

Scope: Roles

INCLUDED	EXCLUDED
Clinic Support Staff (CMA, CMA Supervisor, CNA, MA, CCMA, PCT)	Scribes
Administrative (Administrative Support, Business Coordinator roles, Data Analyst, Medical Office Assistant, Office Supervisor, Program and Project Management, Medical Office Assistant)	Clinic Leadership
Nursing (RN, LPN, LPN Supervisor, RN Care Coordinator, RN Supervisor, RN Travelers)	Inpatient Roles
Healthcare Specialist (Athletic Trainer, Cardiology Tech, Clinical SW/Supervisor, Dental Assistant, Dental Hygienist, Dialysis Asst, ECG Supervisor, Electrodiagnostic Tech, Endoscopy Tech/Supervisor, Exercise Physiologist, Health Educator, Imaging Tech, Licensed Prof Counselor, Massage Therapist, Medical Technologist, Neuropsychology Test Tech Supervisor, Neuro-psychometrician, Nuclear Medicine Technologist, Ophthalmic Asst, Ophthalmic Photographer/Tech, Ophthalmic Tech, Orthopedic Tech, OT, OT Supervisor, Phlebotomist, Polysomnograph Tech, PT, PT/OT, SLP Pool, Radiation Tech, Radiologic Tech, Rehab Services Tech, Rehabilitation Services Supervisor, Respiratory Therapist, SLP, Sonographer, Sonographer Supervisor, Technician – Endoscopy, Transplant Coordinator), Travelers, Pharmacy, Pharmacy Tech	Contingent workers, except for clinic- based travelers APP, as this is being coordinated by Chartis MD
Quality (Quality Analyst, Quality Coordinator, Quality Improvement Coordinator, Quality Manager)	Patient Access, as this is being coordinated by the One Team Revenue Cycle, as this is being coordinated by the One Team

Key Deliverables

- Consistent communication and regular project updates through existing channels.
- Updated competency forms and job profiles.
- Tools and resources for ambulatory leaders to operationalize the change, as they know their clinics best.