

ARD Project Team Member FAQs

October 19, 2022

What's Changing

What exactly is changing?

- **Day-to-day duties will be clarified:** Team members should expect greater clarity around their job duties with clearly delineated onboarding competency assessment forms (OCA) for each role. Roles will be supported to advance their skillsets to work at top of scope and where applicable, eliminate tasks not in line with their practice license or certification in Virginia.
- **Clinic staffing decisions will be clearer** with updated job roles and competencies as a foundation, managers will be better informed to make staffing decisions that optimize efficiency and safety.
- **The most common change at the individual level will be a broadening of competency assessments for a limited number of roles** to better reflect the scope of practice. For a small number of people, the *name* of your job role may be updated to a new name that remains consistent with your skills and training.
- **No one will lose their job as a result of this project.** This initiative is an investment in our people as we seek to empower team members with more effective tools and frameworks for doing your job.

What departments, clinics, and roles are in scope?

In scope are 137 UVA Health ambulatory clinics, inclusive of UPG, dialysis, occupational and employee health, and UVA Community Health (UVACH). UVACH locations will implement last.

Job roles in the following categories are in scope:

- **Administrative** (e.g., Administrative Support, Data Analyst, Medical Office, etc.)
- **Clinic Support Staff** (e.g., CMA, CMA Supervisor, MA, CCMA, CNA, PCT)
- **Healthcare Specialist** (e.g., Health Educator, Imaging Tech, Phlebotomist, Respiratory Therapist, Pharmacy Tech, etc.)
- **Nursing** (e.g., RN, LPN, LPN Supervisor, RN Supervisor, etc.)
- **Quality** (e.g., Quality Analyst, Quality Coordinator, etc.)

[Click here](#) for a complete list of in-scope roles.

What's not changing?

Given the broad scope of the project, it's important to highlight some of the key elements that are not changing:

- Your employment status with the health system- no jobs are being eliminated as a result of this work.
- The scope of work you are licensed or certified to perform in Virginia.
- Your opportunity for meaningful work caring for patients and/or supporting patient care.
- Your opportunity for career growth at UVA Health.

Purpose and Rationale

Why are we changing?

- The future envisioned in our new strategic plan and the goal of achieving best-in-class ambulatory care can only be realized with satisfied, engaged team members working safely and with clear expectations.
- We need to enhance patient care and increase job satisfaction by empowering team members to do more of the work they're trained to do.
- We need to ensure team members are working within their scope of practice. This is in the best interest of patients and protects team members' license and/or certification.
- We must optimize our clinic staffing structure to enable greater patient access and best-in-class care.

How will these changes impact patient care?

The changes implemented under the banner of the ARD project are expected to improve patient care by:

- Ensuring all team members are working within the scope of their training and license to enhance clinic safety.
- Bolstering team member job satisfaction and retention as a result of working at the top of their scope and with greater clarity around roles.
- Improving patient access and care as a result of improved clinic staffing and team member retention.

Why is this work happening now?

While this work has been attempted previously, it was disrupted by the pandemic. Today, it is more important than ever as we strive to achieve our vision for delivering best in class ambulatory care. It's also imperative to the Strengthening Our Foundation plank of our new [strategic plan](#). These goals can only be realized with satisfied, engaged team members working safely and with clear expectations.

Personal Impact

Is my job going to be eliminated?

No one will lose their job as a result of this project. Every team member is vital to achieving our vision for best-in-class care.

Will my compensation be impacted?

While we do not anticipate impact to current pay, in the rare event that a question arises, decisions will be guided by existing HR salary ranges. Salaries will continue to be reviewed on an annual basis to ensure alignment with market rates.

How will I know if my job duties have changed?

Managers will discuss any changes to your job duties and/or the name of your job role prior to implementation.

We understand that team members may feel a sense of loss with no longer performing certain tasks. The project team is ensuring that each newly defined role has a meaningful portfolio of work attached to it.

If you wish to grow your practice scope, UVA Health offers opportunities to support you. For more information, talk to your manager.

Process and Implementation

How are the revised position descriptions and competency assessments being determined?

For each role, the project team reviews the current position descriptions and competency assessments and aligns them with the associated governing and regulatory bodies' standards for that role. The project team includes representatives from operations, nursing, quality, human resources, professional development services, and most importantly, leader and frontline subject matter experts. Other key stakeholders are included on an ad hoc basis. Recommendations from the project team are taken to the Steering Committee for review and approval (or modification).

How are you supporting clinic managers in implementing these changes?

Clinic managers will be empowered with an implementation toolkit so that they can optimize their staffing plans in the manner that best suits their clinic. The ARD project is not intended to dictate staffing, rather it seeks to empower clinic leaders with the infrastructure and tools to staff their teams in a way that enhances both patient care and clinic operations. Managers and directors will also be invited to ask questions and give feedback via ARD Town Halls and will be encouraged to engage the project team and Ambulatory Operations leaders as resources to support implementation.

When are changes happening?

Job roles are grouped into 5 categories and implementation will occur on a phased schedule by category, starting with Clinic Support roles in November and continuing through 2024. Impacted groups will be engaged in advance of scheduled go-live dates. [Click here](#) for a detailed project overview including timelines and in scope job roles.

Is there an opportunity for team members to provide input/feedback?

Team members in each phase will have the opportunity to participate in virtual ARD Town Hall meetings to ask questions before implementation and to provide feedback post-implementation. You may also share your feedback with the project team by emailing AMBULATORYROLEDELINEATION@uvahealth.org.

Who's leading this work?

The project has enlisted a wide range of stakeholders and experts, including representatives from each of the job role categories, to inform its work. See detailed stakeholders [linked here](#).

Other**How does this work relate to the One Team United on Access project?**

The One Team United on Access Project is tasked with revamping the scheduling and access segments of our patient access model. To enable enhanced scheduling and access, we must also optimize our clinic staffing structure.

Are providers aware of these changes?

Providers are receiving the same communications and ACMOs are engaged as members of the Steering Committee and are championing communication to facilitate smooth implementation of the new and redefined job roles and associated staffing.

How can I learn more?

- Visit the ARD Project intranet site:
<https://ambulatoryops.uvahs.org/ambulatory-role-delineation/>
- Watch your email for details and plan to attend one of the upcoming virtual ARD Town Halls.