

**ARD Project
Ambulatory Team Member Message
Oct. 19, 2022**

Dear Colleagues:

Today we have exciting news about the next critical step in our journey to deliver best-in-class care to every patient served by our 137 UVA Health ambulatory clinics.

We are launching the Ambulatory Role Delineation (ARD) project to:

- enhance the quality of patient care we provide,
- improve operational efficiency,
- bring greater clarity to Ambulatory Operations job roles,
- pave the way for team members to work at top of practice *and* within the scope of their training, and
- increase the job satisfaction and engagement of all team members.

Why now?

Like all things in healthcare, the ARD Project ultimately is about taking care of people. Confusion around job responsibilities, barriers to working at top of practice, and being asked to work beyond the scope of training understandably has led to frustration and turnover among team members working in our clinics. These issues and the resulting unfavorable impacts on patient access and care are unsustainable. The ARD project also dovetails with the One Team United on Access project, the enterprise patient access strategy. To enable greater patient access, we must also optimize our clinic staffing structure.

This work also supports the Strengthening Our Foundation plank of our new [strategic plan](#). Our envisioned future can only be realized with satisfied, engaged team members working safely and with clear expectations.

What's changing?

Importantly, no positions will be eliminated as a result of this work. This initiative is an investment in our current team as we seek to empower you with more effective tools and frameworks for doing your job. To do so, the project team has solicited input from a host of representative stakeholders and is focused on the following primary deliverables:

1. A streamlined list of job roles across 137 UVA Health ambulatory clinics (inclusive of UPG, dialysis, occupational and employee health; UVA Community Health locations will implement last)
2. Updated job descriptions for each role
3. Updated competency assessment forms for each role
4. Implementation tool kit for clinic managers

Job roles in the following categories are in scope for the ARD Project:

- **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, RNCC, LPN, LPN Supervisor, RN Supervisor, etc.)
- **Quality** (e.g., Quality Analyst, Quality Coordinator, etc.)

The project team is tackling each category on a tiered schedule, starting with Clinic Support Staff. More details about the project timeline and a complete list in-scope roles are available [here](#). Impacted groups will be engaged in advance of scheduled go-live dates.

What does this change mean for you?

- The most common change for individuals 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.
- All impacted team members should expect greater clarity around their day-to-day job duties with clearly delineated onboarding competency assessment forms (OCA) for each role. You will be empowered to do more of the work you have been trained to do and eliminate tasks that exceed the scope of your role. Ensuring that everyone is working within their scope of practice is in the best interest of patients and team members alike.
- With the updated job roles and competencies as a foundation, managers will be better informed to make staffing decisions that optimize efficiency and safety.

Along with the ARD Project team, we look forward to sharing important updates and progress with you in the coming weeks. This includes ARD Town Halls for clinic managers and directors and all team members. Please watch your email for town hall details and plan to attend. You can also learn more and stay current by visiting the new [ARD Project intranet page](#).

We thank you for your partnership and for your willingness to engage in the changes happening as we seek to fulfill our mission of transforming health and inspiring hope for all Virginians and beyond.

With gratitude,

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