Thank you for coming today. Our goal this year is to offer these quarterly to communicate key updates, listen to you, and answer any questions you may have.
Let’s begin with some celebrations. As we share a few, get ready to share yours with us.
Since our last town hall, we’ve celebrated the graduation of our nurses, physicians and Master and PhD students, and completed our residency matches for our physicians.
We are proud that the US News and World Report ranked our school of nursing 11th, and our school of medicine 14th.
We completed the visit by the Joint Commission last week. Thank you for all your efforts to make our survey meaningful. We receive numerous compliments about our culture of collegiality. The Joint Commission share, “We witnessed multiple mission moments.”

On July 1, Monroe Carell Jr. Children’s Hospital at William Medical Center opened. The mayor spoke to the Chamber of Williamson Country and said, “this project is the #1 success story for Williamson Country.” It will have a major impact on the community and healthcare in the area.

The American Heart Association/American Stroke Association has recognized the Vanderbilt Stroke Center again. They received the Get With The Guidelines Gold Plus Achievement Award for implementing quality measures with the goal of speeding recovery and reducing death and disability for stroke patients.

Also, you’ve probably already heard that Vanderbilt University Medical Center has once again been named among the “100 Great Hospitals in America” by Becker’s Hospital Review and is the ONLY health facility in Tennessee to make the list. On July 21, the Tennessean stated that Vanderbilt was the number one hospital in the state, according to US World and News.
We celebrate our commitment to the importance of health, healing, and a clean environment. See the new signage and number.
In May, we announced this quarter’s Five Pillar Leader Award, Cynthia Biggers from Children’s Primary Care Clinic.
Also, congratulations to our newest Credo Award winners – Grill Cook, Troy Driver.
Care Partner, Luz Figueroa
And from Interpreter Services, Thais Miller
We also want to celebrate and welcome all our new employees. If you are new to VUMC in the last 3 months, please stand. We are glad you are here!
We want to hear some of your celebrations from your areas. What are your celebrations? What are you proud of? Please share your name and area you work in, and your win – your reason to be thankful and celebrate.
Before we take Q&A, we want to share a few top topics.

We have some people updates and results from the Pulse Survey. We Also want to communicate with you about what is happening with HealthIT and with the VU/VUMC transition.
Let me offer some more details on the leadership changes and why we are doing this now.

We have had initial efforts at care coordination, population health and development of bundles but we need an all-out focus. As we expand our strategy at home and through VHAN providing health throughout Tennessee and potentially the southeast region of the US, we wanted a person to help lead this initiative who has strong physician practice background, understands the VUMC culture, and has a depth of healthcare experience. David Posch has been chosen to lead this initiative in the new position of Associate Vice Chancellor for Population Health. David will be responsible for ensuring the strategic direction of population health for VUMC and VHAN is communicated and coordinated with Vanderbilt Medical Group providers and VHAN-affiliated community providers to achieve high quality and efficient health services.

Mitch is taking the role as the next CEO of Vanderbilt University Adult Hospital and Clinics. Edgeworth will focus on all aspects of operational performance for the adult clinical enterprise, ensuring patient-focused, high performing, results-oriented operations that support VUMC’s mission, vision and business operations. He will work closely with the clinical department chairs and operational leaders throughout the Vanderbilt Health System.

Titus Daniels has been named executive director of the Vanderbilt Medical Group (VMG) and chief operating officer for Adult Clinic
Operations at Vanderbilt University Medical Center reporting to Mitch, to provide focused attention to management of the adult outpatient clinics. New areas of oversight for Daniels will include: efforts to improve clinical documentation and coding; Electronic Medical Record (EMR) tool design, adoption and support; development and implementation of the standard clinical operating model; and innovation in clinical processes.
We also want you to know the investment we are making with our people. With our financial stability, we are beginning to make progress in this area.
You’ve all heard, and we are pleased to pay raises in October. While we are rewarding performance, the increase amount will be the same for all eligible* staff.

**Leader Notes**
*As in the past, some employees will not participate in this increase, including those who:

- Are not meeting expectations
- Have a written of final warning
- Have a written or final performance improvement plan
- Do not complete annual compliance requirements by August 31
- Hired or received a pay increase due to a promotion or new roll after March 31
- PRN staff (they will be reviewed in a separate process)
To help with recruiting, HR has streamlined the approval process, and strengthened partnerships between hiring managers and recruiters – we still have work to do, and it’s also wonderful to see progress in this area.

We remain committed to retain employees. We are proud of being one of the best hospitals in America, and love that we work in a nonprofit hospital that cares about patients, research and discovery. We want each person to feel valued, and we have to do this through giving you the staff support you need, offering raises this October, and making sure we, as leaders and as peers, tell you how much we value you.

All of us – administrators to clinical workers – are here because we care about our patients and care about health.
We also continue to focus on solutions for capacity and staffing. Right now, we are grateful for our temporary staffing and nurse float pool. Over time, we are building a Standard Inpatient Operating Model that opens capacity without adding beds, by shortening the length of stay.

In the long-term there is a growth plan to increase capacity in children's and adult’s hospitals. We are thankful patients want to come to VUMC, and we are working together to improve capacity and staffing. Thank your for offering new solutions and partnering with us.
Thanks to over 10,500 people (69%) who took the Pulse Survey that included questions about our engagement to measure our progress. Here are some of the key results and learnings. Most improved areas were:

- The necessary materials and equipment are available when I need to perform my job.
- Employees here receive recognition for a job well done.
- The person I report to lets employees know when they have done a good job.
- I recommend this organization as a good place to work.
- Vanderbilt has a clear sense of direction.

Thank you for the feedback. We are so glad you recommend us a good place to work, and we are thrilled to see the 25% increase in understanding that Vanderbilt has a clear sense of direction. We want to clearly communicate our vision.

The areas we still need to focus on are:

- The person I report to regularly gives me feedback on my work performance.
- Senior leadership of Vanderbilt supports staff and faculty.

We are committed to offering more feedback and making sure you know and feel the support.

We want your help in these areas:

- Invite others to Town Halls so they can share and get to know us.
- Let us know how we, as senior leaders, can support you more.
- Keep sharing the vision of where we are going.
We have a few HealthIT updates.

FIRST, this summer we’re finishing our transition from ICD9 coding to ICD10. We can’t thank you enough for all the hard work, patient, and feedback. We’re in the home stretch, and appreciate your commitment to make our completion date by October 1.

SECOND, we are underway to select a new set of clinical systems that will replace our McKesson suite of products – like HEO/Wiz, HED and Meds Manager, among others. Some of you, including over 750 clinicians and staff, have you have been involved the work to-date. The goal is to create a seamless system that helps us best care for our next-generation patients. Three key points as we go through this:

1. A vendor to help us build upon will be announced by the end of this year, and implementation will start in 2016, and transition to complete by 2018 – 2 years away.
2. Please give us your feedback along the way. You can engage with us as an Ambassador, request a speaker to your group, or email us at cs@vanderbilt.edu.
3. Please help your team members understand both why we’re doing it – to best serve our patients.
Some people are still wondering why VUMC and VU split their legal identities and how it will effect us. We know the national trend is that the 6000 plus hospital systems will be merging into 30 or fewer health systems in the future. Our leadership is committed to making sure that Vanderbilt is one of these healthcare leaders. We want to be able to make decisions more quickly and build partnerships easily throughout the southeast. What we are doing – just like Cleveland Clinic and Harvard University did with their hospitals and academics sides – is a positive good thing.
The legal close of the 2 separate entities is at the end of the year. We are now in dress rehearsal to make sure we get the transition correct. For most of our clinical workers, we will feel little change. Our pay stubs will now say VUMC. We will keep our tuition benefits.

Those in Finance, HR and many of our support services, are doing serious hard work now. We are thankful for your work getting our transition right during this dress rehearsal stage.

We are also staying very closely connected with Vanderbilt through our affiliation agreement. As an example, Dr. Jeff Balser will serve as the CEO of VUMC, and the Dean of School of Medicine with VU.
We know that this new model will help us continue to meet our financial success. Financial success is all about supporting our employees, and bringing the best care, research and discovery for our patients.
We now want to take your questions. If I don’t know the answer to something, we’ll make sure to get you the answers. What questions do you have?
If you have your smart phones, Ipads or computers, please take them out now. Please use your phones or laptops to take this survey before you leave. You can use your QR reader to go to the survey, or type in the web address on the screen.

We are going to give everyone 2 minutes to complete this short survey. Your feedback is important.
In closing, we are passionate about transforming our culture, and being the best place for us to care for others. Let’s keep our Credo at top of mind and read together. [Read out loud together.]

Thank you for coming today.