



VCU

VIRGINIA COMMONWEALTH UNIVERSITY

Medical Center

2014 Annual Report

At Virginia Commonwealth University Medical Center, we are more than facilities and providers. We are the heartbeat of our region's health. Our focus is on access, quality, safety and stellar care that improves patient lives.

We believe in expanding services as a resource to the people of the commonwealth and using our influence to make lives better, every day.

Influence & Expansion

From the leadership	2
A fond farewell	4
Celebrating quality	6
For the children	8
Ready for the world	10
One space, complete care	12
A new partner	14
Increasing access	18
Stories of excellence	20
By the numbers	24
Our leaders	27
Notables	28



Academic medical centers are responsible for the well-being of the people around them. VCU Medical Center's dedication to that mission is seen in the wide-reaching advances we made in 2014.

To improve access and meet the health care needs of the communities we serve, we opened clinics and added telemedicine services throughout metro Richmond, Central Virginia and beyond. We transformed a more than 20-year relationship with Community Memorial Hospital in Southside Virginia, officially unifying through an affiliation that enhances access to patients from that region.

We never paused our important work, but took a moment to savor and celebrate a national award, the American Hospital Association (AHA)-McKesson Quest for Quality Prize, which recognized our "Safety First, Every Day" mission and our never-ending journey toward high reliability. The recognition honored the physicians, nurses, pharmacists, health professionals and students who collaborate every day to elevate patient care and safety at VCU Medical Center. It reminded us of how far we've come and served as testament of our national standing as leaders in health care delivery.

As medical sponsors of the 2014 CapTech USA Cycling Collegiate Road National Championship, we stepped up by manning the three-day race and providing medical services through a team of 30 physicians, residents, physical therapists, nurses and volunteers. The event prepared us for the world stage — we'll be ready for the nine-day 2015 Union Cycliste Internationale Road World Championships, for which VCU Medical Center will serve as the exclusive medical sponsor.

We also continued improving the way our diverse, and some of our most vulnerable, patients receive services. The new VCU Center for Advanced Health Management opened its doors and, in turn, opportunities for seamless care as providers team up in a single space, during a single appointment, to provide services to medically complex and chronically ill patients.

At VCU Medical Center, we constantly find ways to save and improve more lives. Our spectacular investment in children's care included "topping out" our new \$204 million, 640,000-square-foot Children's Pavilion and receiving a \$28 million gift to expand pediatric congenital heart surgery and pediatric cardiac services in Richmond.

As you look through this annual report, you'll see compelling examples of our influence as leaders in health care. These remarkable stories provide just a glimpse at the incredible ways we demonstrate our responsibility and service to the people around us every day.

Sincerely,

Michael Rao, Ph.D., president, VCU and VCU Health System

Jerome F. Strauss III, M.D., Ph.D., interim CEO and executive vice president for medical affairs, VCU Health System; interim vice president, VCU Health Sciences; dean, VCU School of Medicine

John F. Duval, vice president for clinical services and CEO, VCU Hospitals

What began as a medical residency in 1976 stretched into a more than 30-year career at Virginia Commonwealth University for Sheldon M. Retchin, M.D., M.S.P.H., who left in January 2015 from his post as CEO of VCU Health System and senior vice president for VCU Health Sciences.

Retchin took a wealth of experience to his new role at Ohio State University but left behind a multitude of achievements that elevated the status of VCU Medical Center, from huge gains in patient care to a sound financial report card for the \$2.2 billion operation.

- \$17 million School of Nursing building (2007)
- \$192 million Critical Care Hospital (2008)
- \$71.5 million Molecular Medicine Research Building (2009)
- \$20 million dental school addition (2009)
- \$158.6 million School of Medicine building (2013)
- \$168 million Children’s Hospital of Richmond Pavilion (under construction)

The 15-level Critical Care Hospital, Virginia’s only hospital devoted solely to critical care, stands among his finest accomplishments. The hospital caters to

A fond farewell

“Sheldon has shown exemplary leadership as the health system’s leader for the past 12 years,” said Michael Rao, Ph.D., president of VCU and VCU Health System. “His unwavering commitment to patients, fiscal excellence, cutting-edge facilities and team building helped propel VCU Health System into a nationally premier institution.”

Under Retchin’s leadership, VCU Medical Center went from a financially struggling organization to one of the strongest health systems in the region, became a multihospital system by partnering with Community Memorial Hospital in South Hill, Virginia, and the Children’s Hospital in Richmond, Virginia, and implemented a “Safety First” mission that earned the prestigious American Hospital Association-McKesson Quest for Quality Prize.

The MCV Campus transformed under his watch with the addition of innovative facilities including the:

- \$41.5 million Goodwin Research Laboratory at Massey Cancer Center (2006)

patients who need intensive care, with an expanded burn unit and floors dedicated to neonatal, neurosurgery, cardiology, trauma, respiratory and oncology services.

Retchin also recruited a standout team of leaders including the duo who stepped in to serve on an interim basis after his departure: Jerome F. Strauss III, M.D., Ph.D., dean of the VCU School of Medicine and executive vice president for medical affairs, who is now serving as interim CEO and vice president for health sciences, and John F. Duval, who is now serving as vice president for clinical services and CEO of VCU Hospitals.

Strauss lauded Retchin’s tenure and his work to raise the bar at VCU Medical Center in addition to fostering academics and research on the MCV Campus.

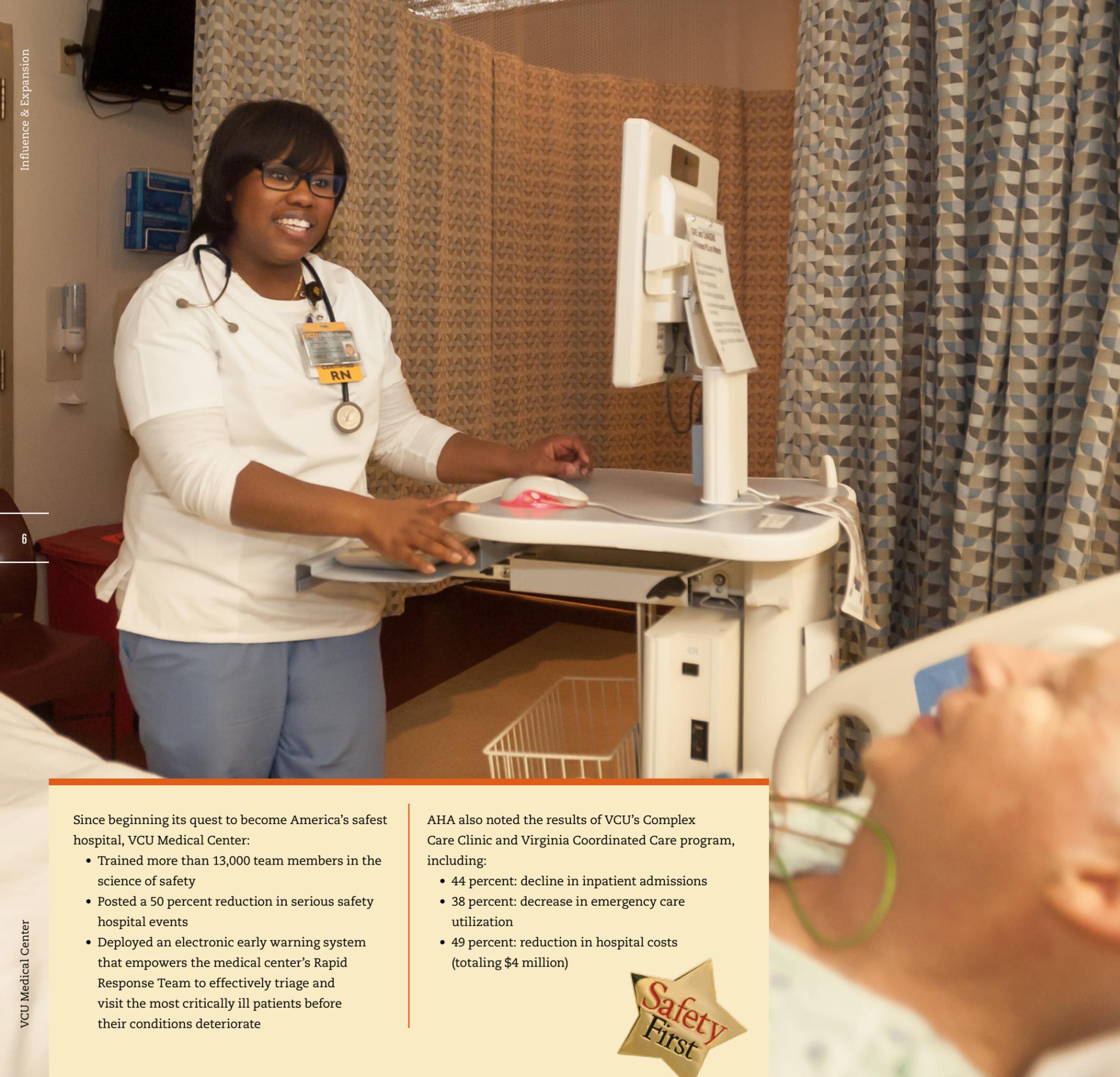
“His leadership was one of the reasons I chose to come to Richmond in 2005,” Strauss said. “His energy and vision has transformed our campus.”

Duval said that Retchin’s departure is a bittersweet moment for him and other colleagues: “We’re sad to lose such a visionary leader, but happy for Sheldon as he takes this next step in his career.”

“His energy and vision have transformed our campus.”

— Jerome F. Strauss III, M.D., Ph.D.





Since beginning its quest to become America's safest hospital, VCU Medical Center:

- Trained more than 13,000 team members in the science of safety
- Posted a 50 percent reduction in serious safety hospital events
- Deployed an electronic early warning system that empowers the medical center's Rapid Response Team to effectively triage and visit the most critically ill patients before their conditions deteriorate

AHA also noted the results of VCU's Complex Care Clinic and Virginia Coordinated Care program, including:

- 44 percent: decline in inpatient admissions
- 38 percent: decrease in emergency care utilization
- 49 percent: reduction in hospital costs (totaling \$4 million)



A heightened focus on the science of safety and a meticulous effort to continuously improve patient care resulted in an elite award for VCU Medical Center in 2014. The medical center won the American Hospital Association AHA-McKesson Quest for Quality Prize, which honors leadership and innovation in safety and quality improvement and comes with a \$75,000 prize.

members demonstrated a laser-sharp focus on high reliability practices and a relentless dedication to ensuring the safety of patients, team members and visitors.

"We are humbled and honored by this recognition because it affirms that we are among the best of the very best in the nation," said John F. Duval, VCU's vice president for clinical services and CEO of VCU Hospitals.

Celebrating quality

Tagged "Safety First, Every Day," the medical center's effort began in 2008 and signaled a turn toward zero events of preventable harm to patients, team members and visitors, and a cultural shift toward high reliability and constant improvement in every area of operations.

"We knew this work was going to have an impact on patient lives and change the culture of our organization," said L. Dale Harvey, director of the Department of Performance Improvement, who spearheaded the team effort. "After six years on our journey toward high reliability, we wanted external experts to assess and validate whether we are as thought-leading as we aspire to be."

To answer that question, a group from AHA's multidisciplinary committee of health care quality and safety experts arrived at VCU Medical Center in March 2014 and examined how effectively it was achieving the Institute of Medicine's six quality aims — safe, timely, effective, efficient, equitable and patient-centered health care. The group found that VCU Medical Center team

In addition to placing VCU Medical Center among an elite group of hospitals nationwide, the \$75,000 prize furthers its efforts to engage local patients and families through an advisory committee formed in 2014 along with other projects.

"One area we see the potential for additional growth in is patient centeredness," Harvey said. "Further involving patients and families in our quality and safety efforts helps us determine not only what needs to be improved, but also how we should go about improving our services to best meet the needs of the region."

The award drew attention among hospitals nationwide, leading to increased requests for consultation and speakers from VCU Medical Center as they seek to emulate results of its "Safety First" effort. "This affords us opportunities to share our success, as well as to go out and learn from others which makes our organization even better," Harvey said. "We know we still have a lot of work to do. This is meant to be an ongoing journey."

Richmond's youngest patients and their families won't have to wait long to take advantage of incredible expansions to pediatric care in the region. New buildings, a major gift and other milestones marked a spectacular year for Children's Hospital of Richmond at VCU (CHoR).

In December 2014, CHoR accepted an unprecedented \$28 million gift from Children's Hospital Foundation to build a children's cardiac surgery program. The gift means that families will have access to specialized pediatric cardiology services in Richmond instead of having to travel outside of the region for heart surgery. It also marks the largest contribution to children's health in VCU's history, and the second-largest publicly announced gift to VCU's MCV Campus.

For the children

VCU Medical Center responded to the gift with a pledge of \$14 million for the technology and equipment needed to run a full cardiac thoracic surgery program.

The newly named Children's Hospital Foundation Heart Center is already in motion with the hiring of Thomas Yeh, M.D., Ph.D., chief of pediatric cardiothoracic surgery at CHoR.

The center's physicians will operate on children of all ages who have congenital and acquired heart disease. Its services will range from chest wall defect operations and minimally invasive procedures to transplants, valve replacements and device installations.

The gift equips Yeh to deliver comprehensive, 24/7 cardiac surgical care to children in the region. The addition of this specialty in the Richmond area also means local families won't have to deal with the disruption of travel during a stressful time.

"There is no reason a city of Richmond's size should not be able to offer its sickest children open-heart surgery," Yeh said. "Until today, that need was incompletely met."

The move to Richmond served as a homecoming for Yeh, who trained at VCU Medical Center for his general surgery and cardiothoracic surgery residencies and earned his Ph.D. in physiology at VCU. His nearly 20-year career includes thousands of successful pediatric cardiac surgeries.

"The full circle of this moment has a surreal and spiritual quality for me," Yeh said. "To provide this highly specialized care for Richmond's children and to give back, I think, is probably my life's greatest honor."



CHoR AT VCU CELEBRATES MAJOR CONSTRUCTION MILESTONE WITH 'TOPPING OUT' CEREMONY

CHoR "topped out" its Children's Pavilion on Dec. 1, 2014, marking the placement of the highest steel beam of the 15-story structural frame. The \$168 million, 640,000-square-foot facility, scheduled to open in 2016, will serve as the region's most advanced outpatient facility dedicated to children. The pavilion will house 72 exam rooms; a surgical area with two operating rooms and two procedure rooms; areas for diagnostic testing, imaging and laboratory services; as well as family amenities, retail space and faculty offices. An attached parking garage will offer more than 600 spaces.

VCU BEGINS CONSTRUCTION OF NEW CHILDREN'S PSYCHIATRIC FACILITY

VCU Medical Center broke ground Dec. 11, 2014, on the Virginia Treatment Center for Children, a 120,000-square-foot, 32-bed pediatric psychiatric facility. It's slated for completion by fall 2017 on CHoR's Brook Road Campus. The facility will provide increased access to clinical care for children from across the state and will house inpatient units, an outpatient behavioral health office, a Children's Mental Health Resource Center and the Commonwealth Institute for Child and Family Studies.





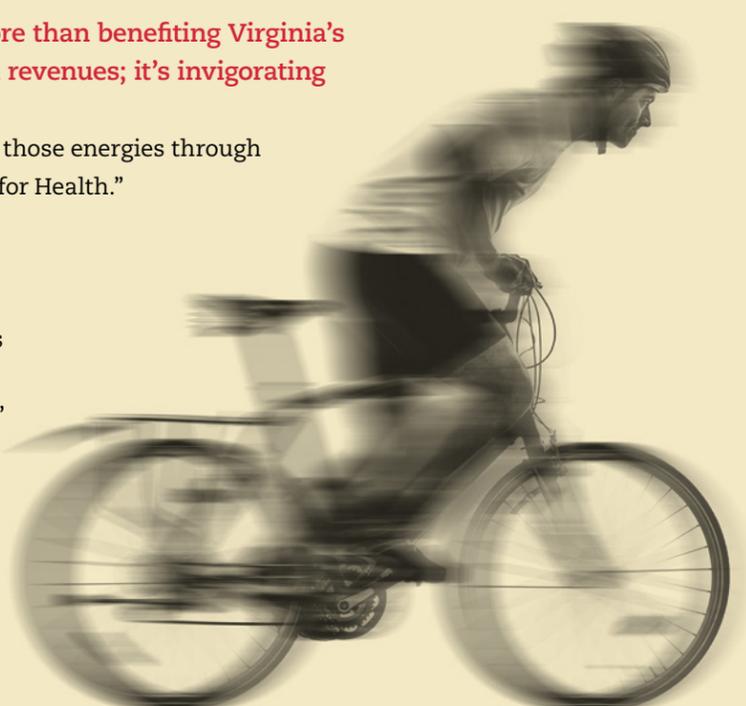
UCI Road World Championships is doing more than benefiting Virginia's economy with an expected \$158.1 million in revenues; it's invigorating the health-mindedness of area residents.

VCU Medical Center is working to capitalize on those energies through an upcoming public awareness campaign: "Shift for Health."

So ... what exactly is Shift? Here's a preview:

- A movement focused on positive change
- Gradual improvements to exercise and diet
- A lifestyle that improves health and wellness

"We're asking people to make this event a time for small changes toward better personal health," said Cynthia Schmidt, chief marketing officer for VCU Medical Center. "Whether it's taking the stairs, or changing the way that you eat — we want the excitement surrounding this event to conspire for personal changes."



UCI ROAD WORLD CHAMPIONSHIPS
RICHMOND 2015 | USA

Four hundred athletes and thousands of spectators gathered in Richmond in May 2014 for the CapTech USA Cycling Collegiate Road National Championship. VCU Medical Center served as the medical sponsor and sole health care provider for the three-day cycling event, providing medical services through a team of 30 physicians, residents, physical therapists, nurses and volunteers that treated more than 50 individuals.

Meanwhile, Central Virginia's only Level 1 trauma center stood ready, as an advanced logistics team allowed VCU's more than 700 physicians to remain focused on priority one: their everyday patients.

"The world is coming to Richmond and we are pleased to be a part of this exciting moment," said John F. Duval, VCU's vice president for clinical services and CEO of VCU Hospitals. "In September, our city will be showcased in a unique way."

This time, VCU physicians and staff will tend to approximately 1,000 athletes via a 24-hour, on-site medical facility and

Ready for the world

USA Cycling officials praised the medical center for providing the best medical services they'd ever seen in the history of the event, according to Alexa Warner, administrative project manager for VCU Medical Center.

Robin Manke, manager of emergency management at VCU Medical Center, said maintaining regular business while operating an athlete medical tent and course-side services required changes through every area and level of operations, from hospital staffing to traffic patterns and parking. The event also called for increased collaboration with local law enforcement in order to keep such things as linen services and transportation for medications flowing to and from the hospital.

With the success of a world-class collegiate event tucked away, VCU organizers and officials now take aim at the university's next hurdle: the 2015 Union Cycliste Internationale Road World Championships. VCU Medical Center will serve as the exclusive medical sponsor for the nine-day event.

mobile teams designed to ride alongside more than a dozen races.

"With something this large that involves this many people, there are bound to be medical needs on all fronts," said Tim Miller, chief operating officer of Richmond 2015, the event's local organizing body. "Having a comprehensive medical facility at hand is critical. We know we're in good hands."

In addition to reaching an audience of approximately 300 million via 500 media outlets worldwide, Warner said the university has a statement to make right here in Richmond. It will staff fan-zone stations along race routes throughout the city to distribute items such as water, minor medical supplies and sunscreen to approximately 450,000 spectators.

"This is an opportunity to reinforce the fact that we aren't just a leading academic medical center that's capable of serving world-class events, but a community partner that can meet you at every level of need," Warner said. "And that's exactly what we're going to do throughout this nine-day event."

The new VCU Center for Advanced Health Management is bucking national trends by changing the way debilitated, chronically ill patients receive health care.

Centrally located in Richmond's Northside, the center provides a fresh take on care by providing physicians, pharmacists, laboratory and radiology services as well as psychologists and social workers all from a single and fully accessible location.

Designed and directed by Peter Boling, M.D., professor and chair of the Division of Geriatric Medicine in the Department of Internal Medicine, the center aims to reverse the trend of high-cost, low-quality care by repairing what he describes as "a broken system" for debilitated, chronically ill patients.

account for about 80 percent of expenses. A VCU Medical Center study revealed that just 5 percent of patients accounted for a whopping 64 percent of its health care-related expenses in 2012.

Numbers like those are what led to the creation of the center at VCU, which replaces traditional health care models with a system that not only increases accessibility to services but also reduces both the average length of inpatient services and patient readmissions.

Beyond its physical borders, the center's staff offers home-based care, nursing home services and consultative inpatient care coordination, while telemedicine services (including home monitoring with triage and video consultations) answer the need for 24/7 attention and care.

Boling's team has practiced that type of care for years, said John D. Ward, M.D., president of MCV Physicians. He pointed to VCU's House Calls program, which cares for elderly patients in their homes when they're simply too sick to visit their primary care doctors and would otherwise end up at the hospital for emergency care.

The center's ability to provide timely, effective, personal and highly coordinated care places VCU Medical Center on an exemplary pedestal as the number of people with complex, chronic illnesses rises nationwide along with demands for better and less expensive health care.

It also was a factor that led to an invitation in 2014 to join just four universities nationwide in the University Healthcare Consortium's

One space, complete care

"Chronically ill individuals — not just at VCU, but nationwide — have great difficulty accessing the system until their conditions become urgent," said Boling, adding that care is often spread out across numerous doctors, hospitals and other care settings, while billing spans multiple payers such as Medicare and Medicaid for patients who are eligible for both. The end result, he said, too often includes poorer quality of care at substantial yet avoidable costs.

Nationally, chronically ill patients make up 20 percent of health care rosters but

Hope Witcher said the program has been a godsend for her daughter, Zekeyah, who has cerebral palsy. It's the family's first time having access to home visits and coordinated care, which eliminates travel and decreases taking time off from work for appointments.

"Now that we're with the center, I just keep asking myself, 'Where has this been all of our lives?'" Witcher said. "I look at Zekeyah and she's smiling. She's always been a happy individual, but now you can see that she's just healthier, every day."

Chronic Disease Medical Home pilot program, which examines the impact of comprehensive facilities and team-based systems like VCU's Center for Advanced Health Management.

"Data proves that this system and facility provide the best possible care, while also reducing hospitalizations and ER visits, which reduces costs," said Ward. "Going forward, I think that you're going to see all sorts of team-based models arriving in all specialties, right down to family medicine."

"I just keep asking myself, 'Where has this been all of our lives?'"
— Hope Witcher, mother of a patient



Imagine yourself or a loved one in the final stages of pregnancy, facing a drive up to 50 miles to the nearest medical facility to deliver a baby. Or, consider coping with a chronic, lifelong pulmonary illness, for which the nearest specialist is hours away.

"And that's if you live right here in South Hill [Virginia]," said Scott Burnette, president and CEO of VCU Community Memorial Hospital (CMH). "In most cases, for the areas we serve, you've got a much longer drive to make."

A new partner

Thanks to a new affiliation between CMH and VCU Medical Center, individuals living in Southside Virginia and northern North Carolina no longer face this dilemma. Effective July 1, 2014, a 25-year history of collaboration between the two organizations culminated in a partnership that extends the reach of VCU Medical Center's world-class services to South Hill while infusing CMH with more than \$75 million in strategic investments — including a new hospital facility.

It also means VCU acquired seven affiliated clinics: two primary care practices and five clinics specializing in orthopaedics, pain management, surgical services, urology and women's health.

"I am particularly proud to partner with CMH, because they share our passion for industry-leading service, medicine, research and a commitment that's really about people," said Michael Rao, Ph.D., president of VCU and VCU Health System.

Burnette said excitement is building among both CMH employees and area residents ahead of a summer 2015 ground-breaking for the new VCU-CMH hospital.



"There is probably not a life in South Hill, or the four surrounding counties, that has not been touched in some way by this facility," said John F. Duval, vice president for clinical services and CEO of VCU Hospitals.

The new hospital will host much-needed technologies and clinical initiatives, as well as additional physicians, specialty areas and services.

"This partnership unifies CMH, a steadfast provider of high-quality health care

to the area for more than 60 years, with one of the nation's leading academic medical centers, joining their causes for curing diseases through innovative research and education," said Sheldon M. Retchin, M.D., M.S.P.H., former senior vice president for health sciences and former CEO of VCU Health System.

As CMH seeks to expand its 800-employee base — already the largest in the region — Burnette said

recruiting has grown much easier with VCU's backing.

"Providers realize that they've got an academic health center here to back them up," he said. "Instead of telling them that they're going to be part of a two-man team within a certain discipline, which is the case with a lot of small hospitals, you give them the assurance that they're part of a 20-person unit tied to the support of a medical system with 9,000 employees."

A new partner

continued



SOLIDIFYING A 25-YEAR BOND

VCU Medical Center's relationship with CMH dates back 25 years to when VCU Massey Cancer Center provided medical oncology care at the hospital, from 1989 to 2004, through its Rural Cancer Outreach Program. Massey began a new partnership with the hospital in 2012, once again providing medical oncology services. Together, the two organizations opened the first and only radiation treatment facility in Southern Virginia a year later, in 2013.

"The Massey team is pleased to expand our affiliation with Community Memorial Hospital.

It's been a long and strong partnership between our two organizations, and so coming closer together through this latest affiliation is very rewarding," said Gordon D. Ginder, M.D., Massey's director. "In addition to providing quality cancer care at CMH, we're thrilled to introduce radiation therapy to the region and to bring local cancer patients added and advanced treatment options through Massey-led innovative clinical trials based on scientific discoveries."

Admissions	2,770	ER visits	20,329
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Diagnostic procedures	46,576	Health and wellness encounters	8,603	Laboratory tests (inpatient and outpatient)	144,472
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SERVICES PROVIDED

Cardiac rehabilitation	42,908	Physical therapy	23,604
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Home health visits	6,538	Respiratory therapy	28,532
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Hospice visits	3,044
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Occupational and speech therapy	7,345
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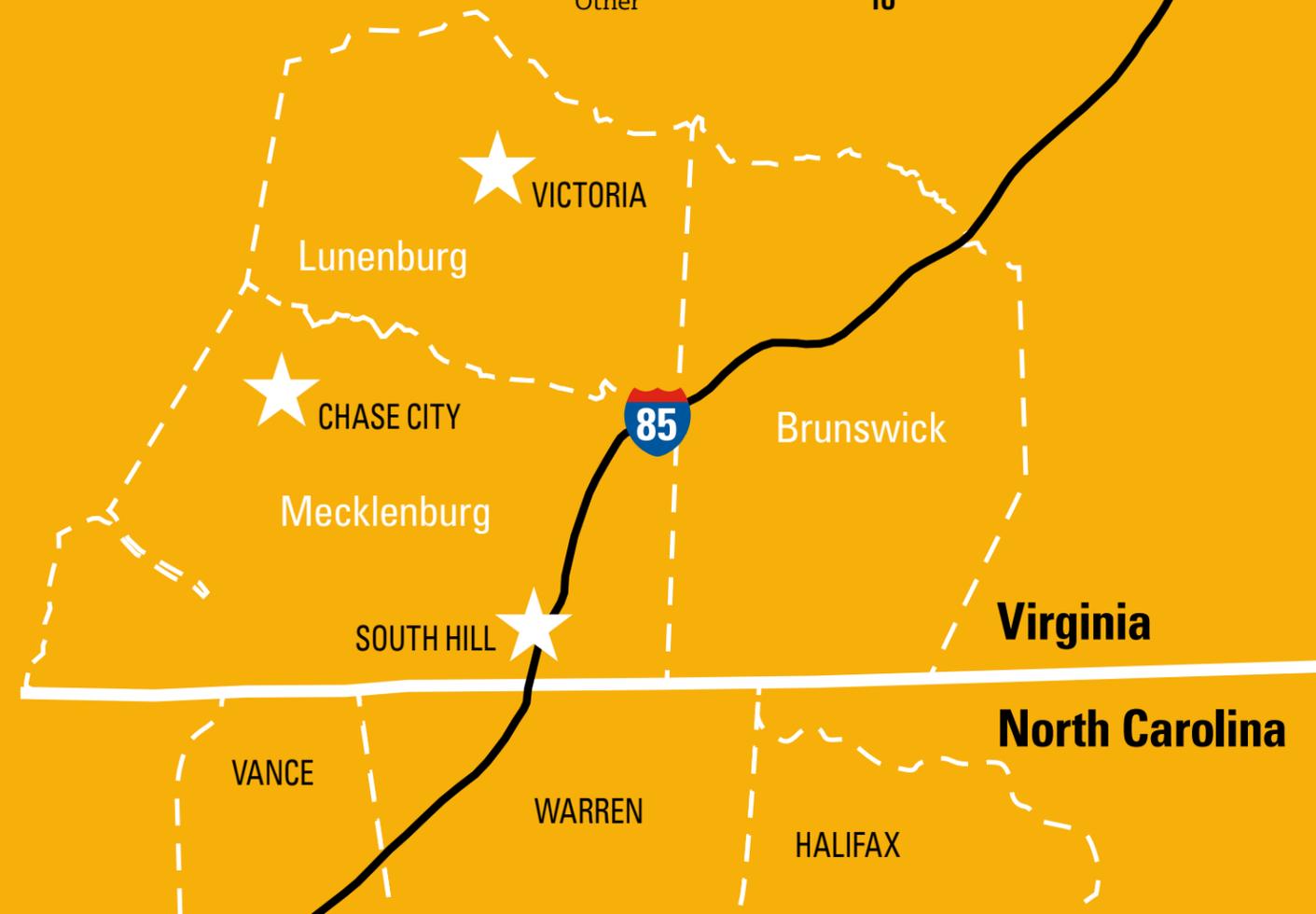
Oncology treatments	7,299
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PATIENTS SERVED

By county

Mecklenburg	56%
Lunenburg	13%
Brunswick	21%
Other	10%

RICHMOND



It was a year of growth and expansion for VCU Medical Center: 2014 heralded the addition of new services at existing locations and grand openings of clinics across the region.

Increasing access

The medical center also expanded telemedicine access in services including genetics, pediatrics, HIV and radiation-oncology to multiple locations, allowing more patients access to VCU specialists they wouldn't otherwise be able to see. The medical center now offers telemedicine services in nearly a dozen communities outside of the metro Richmond area.

Here's a look at our work over the past year to reach more patients throughout Virginia.

WEST END

- 1** MCV Physicians at Ridgefield Parkway (2200 Pump Road), a collaboration between VCU Pauley Heart Center and Children's Hospital of Richmond at VCU (CHoR), opened with six physicians and offers comprehensive outpatient cardiovascular care for adults and children.
- 2** MCV Physicians at Gaskins Road (530 Gaskins Road) added two physicians and expanded its services to include family medicine and primary care sports medicine.
- 3** VCU Parkinson's and Movement Disorders Center's ALS clinic (6605 W. Broad St.) moved from the fifth floor of the downtown Ambulatory Care Center to a location featuring a dedicated patient drop-off area and first-floor treatment rooms to improve accessibility for patients who use wheelchairs.
- 4** MCV Physicians at Mayland Court (3470 Mayland Court) added an adult cystic fibrosis clinic to the existing pediatric service, leading to full accreditation by the Cystic Fibrosis Foundation. It also added endocrinology care and thyroid ultrasound capabilities, and adult

neurology expanded its offerings to include EEG testing several days per month.

5 Towne Center West in Short Pump (11958 W. Broad St.): Construction began on an 110,000-square-foot facility that will include specialized musculoskeletal and neuroscience clinics, a comprehensive imaging suite, state-of-the-art physical, occupational and speech therapy space, and performance optimization labs.

BON AIR/STONY POINT

6 Urorenal Clinic at Stony Point (9000 Stony Point Parkway) opened in January 2014, bringing together CHoR's nephrology and urology services so pediatric patients can have one-appointment, one-clinic visits.

WILLIAMSBURG

7 MCV Physicians in Williamsburg (1162 Professional Drive) added cardiology, advanced heart failure and plastic surgery to its specialties. The clinic also added four physicians.



FREDERICKSBURG

- 8** Fredericksburg Therapy and Multispecialty Center (10530 Spotsylvania Ave.) expanded its services to include pediatric pulmonary medicine and telemedicine genetic services.
- 9** Stafford Therapy Center (2781 Jefferson Davis Highway) opened in January 2014. The 3,600-square-foot center provides increased access to pediatric therapy services for children and families who live north of Richmond.
- 10** Mary Washington Healthcare (1001 Sam Perry Blvd.) partnered with VCU to add neurology services to its Rappahannock Neurosurgery Associates practice, bringing the expertise of VCU's neurosurgeons to the region.

SOUTHSIDE, CHESTERFIELD, TRI-CITIES

- 11** MCV Physicians at Chesterfield Meadows (6433 Centralia Road) added four physicians and expanded its specialties to include allergy and pulmonary services.
- 12** MCV Physicians at Temple Avenue (2035 Waterside Road) expanded its specialties to include physical medicine and rehabilitation as well as traumatic brain injury.

Stories of excellence

Day in and day out, our staff members excel in their fields and contribute to award-winning work. Here's a look at some of our noteworthy accomplishments over the past year.

VCU ONE OF 35 FEDERAL EBOLA TREATMENT CENTERS IN U.S.

As Ebola swept West Africa in 2014, VCU Medical Center stood ready to treat any suspected cases in Virginia. It was named one of 35 Ebola treatment centers in the nation by the U.S. Department of Health and Human Services, in part because of its standing as a Level 1 trauma center.

VCU Medical Center's Emergency Department has a special area for assessing patients and a multidisciplinary team trained to screen, triage and treat cases of Ebola. The hospital also worked closely with the Centers for Disease Control and Prevention to ensure it meets standards of care for infectious diseases.



\$17 MILLION AWARD ALLOWS VCU, PARTNERS TO IMPROVE CLINICAL TRIALS FOR TBI

VCU researchers received a \$17 million grant in October to work on improving clinical trials for traumatic brain injury (TBI), a condition that affects more than 2.5 million people in the U.S. each year and has no proven treatment.

The five-year grant is part of a public-private partnership funded by the U.S. Department of Defense. It pulls together a research team to examine data from thousands of patients and identify effective measures of brain injury and recovery using biomarkers from blood, new imaging equipment, software and other tools.

The new research initiative, called the TBI Endpoints Development (TED) Award, joins leading academic clinician-scientists, industry leaders in biotechnology and imaging technology, patient advocacy organizations, and philanthropies. Their aim is to actively involve the Food and Drug Administration in clinical-trial design from the outset as a way to improve how the effectiveness of TBI drugs and medical devices are measured.

David X. Cifu, M.D., the Herman J. Flax, M.D. Professor and chairman of the Department of Physical Medicine and Rehabilitation, and Randall E. Merchant, Ph.D., executive director of the VCU Center for Rehabilitation Science and Engineering, are serving as co-principal investigators for the grant.

"The TED project will help to shape the landscape of future TBI research by establishing universal, standard outcome measurement tools for all future federally funded TBI research," Cifu said.

Stories of excellence

continued

MASSEY RECEIVES \$4.4 MILLION CANCER TRIALS GRANT

VCU Massey Cancer Center received a \$4.4 million grant from the National Cancer Institute (NCI) in August 2014 to support a statewide network for cancer clinical research in Virginia.

The five-year renewable grant, which was awarded to only 12 institutions nationwide, emphasizes the inclusion of minorities in clinical trials.

It positions Massey as the academic, lead component of a Minority/Underserved NCI Community Oncology Research Program (NCORP-MU), which provides cancer patients access to prevention, early detection and treatment clinical trials as well as cancer-care-delivery research.

Leading NCORP-MU at Massey are co-principal investigators Charles Geyer Jr., M.D., the Harrigan, Haw, Luck Families Chair in Cancer Research and associate director for clinical research at Massey; Harry Bear, M.D., Ph.D., medical director of Massey's Clinical Trials Office and the Dr. Walter Lawrence, Jr., Distinguished Professor in Oncology in the School of Medicine; and Cathy Bradley, Ph.D., the RGC Professor for Cancer Research and associate director for cancer prevention and control at Massey.

VCU MEDICAL CENTER HAS MOST BEACON AWARD-WINNING UNITS IN THE U.S.

The Orthopaedic Surgery Unit, Women's Surgical Care Wing and Newborn Intensive Care Unit received gold-level Beacon Awards from the American Association of Critical-Care Nurses (AACN) in 2014, making VCU Medical Center owner of the most Beacon award-winning units in the nation with a total of eight.

The Beacon Award for Excellence recognizes unit caregivers who successfully achieve superior patient outcomes and model AACN's healthy work environment standards. Other units with that status include:

- Acute Care Surgery Unit
- Cardiac Surgery ICU
- Hume-Lee Transplant Center
- Medical Psychiatry Unit
- Bone Marrow Transplant Unit



VCU PAULEY HEART CENTER TO PARTICIPATE IN AMERICAN COLLEGE OF CARDIOLOGY'S PATIENT NAVIGATOR PROGRAM

VCU Medical Center's Pauley Heart Center is at the forefront of working with cardiology patients on self-care in an effort to reduce heart attacks and heart failure readmission rates and to improve overall patient care.

In October, the medical center became one of 35 nationwide to participate in an American College of Cardiology program that applies a team-based approach for keeping patients at home and healthy after hospital discharge.

In the U.S., nearly one in five patients hospitalized for a heart attack and one in four patients hospitalized with heart failure are readmitted within 30 days of discharge. Readmissions can be related to issues such as stresses within the hospital, fragility on discharge, lack of understanding or inability to carry out discharge instructions.

The Pauley Heart Center's initiative includes developing group clinics to educate patients on self-care of complex diseases, such as coronary artery disease and congestive heart failure. Patients will interact with multi-disciplinary care teams, including nutritionists, nurses, social workers and pharmacists, all who specialize in heart failure.

"An increased focus on education, nutrition and communication with patients when they are at a very vulnerable point in their care is critical," said Michael Kontos, M.D., director of the VCU Pauley Heart Center's Coronary Intensive Care Unit. "We believe the additional support this program offers will assist us in these efforts, and substantially improve patient care and reduce readmissions."

By the numbers

VCU HEALTH SYSTEM FINANCIAL STATEMENT*

(in thousands for fiscal year ending June 30)

Total operating revenue	\$2,242,157
Nonoperating revenues and expenses	\$76,360
Salaries, wages and benefits	\$885,579
Supplies, purchased services and other expenses	\$488,875
Depreciation and amortization	\$67,097
Medical claims expense	\$629,404

* includes VCU Health System components: MCV Hospitals, MCV Physicians, Virginia Premier Health Plan, Children's Hospital of Richmond at VCU, University Health Services (UHS) and UHS Professional Education Programs (UHS PEP)

S&P RATING

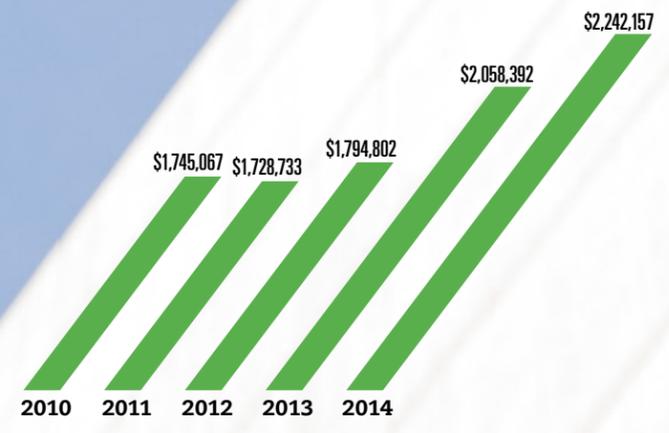
AA-

Outlook: Stable

MOODY'S RATING

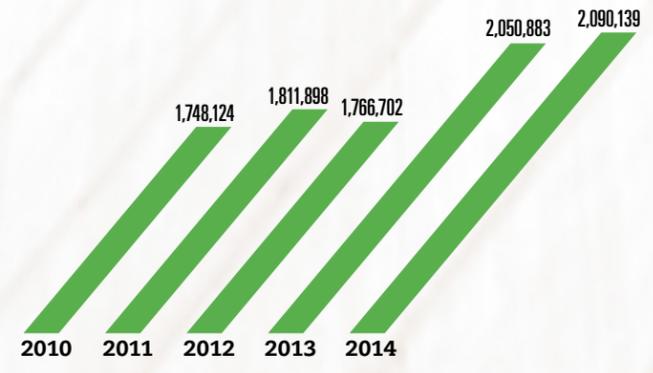
Aa3

Outlook: Stable

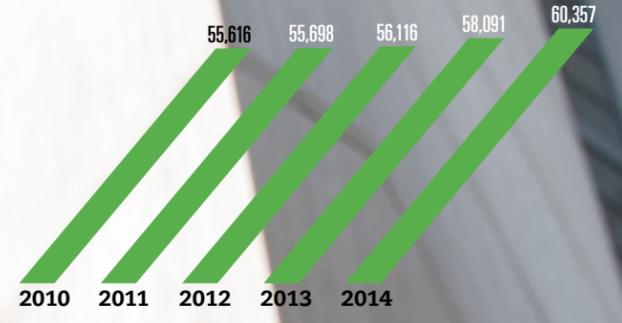


TOTAL OPERATING REVENUE

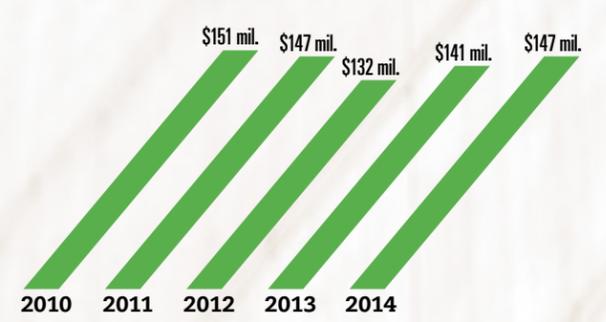
(in thousands for fiscal years ending June 30)



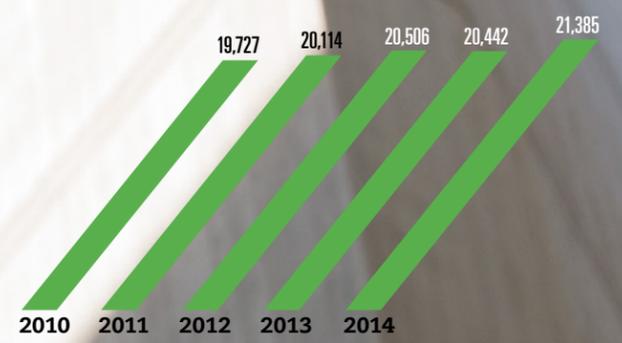
VIRGINIA PREMIER HEALTH PLAN MEMBER MONTHS



ADJUSTED DISCHARGES



SPONSORED RESEARCH AWARDS



TOTAL SURGERIES

STUDENT ENROLLMENT*

	2014	2013	2012	2011	2010
Allied Health Professions	985	1,023	1,044	1,060	1,100
Dentistry	492	490	505	516	509
Medicine	1,272	1,292	1,294	1,276	1,290
Nursing	877	909	866	954	975
Pharmacy	605	605	611	608	609

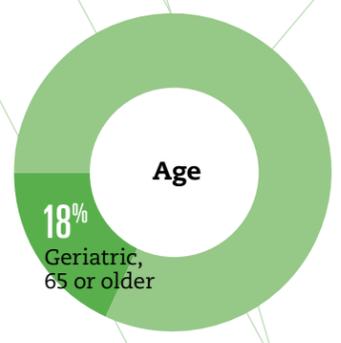
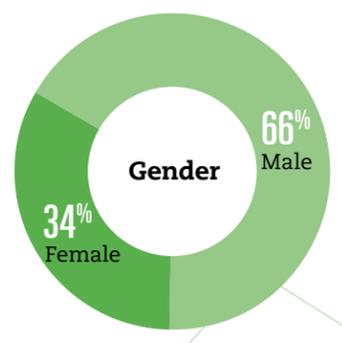
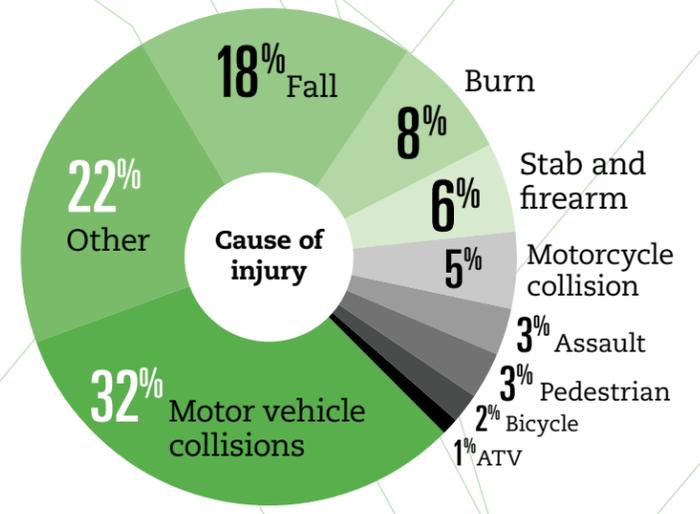
* includes on-campus and off-campus enrollments

TRAUMA CARE

4,362
Total admissions
(including pediatrics and burn)

1,025
Cases transferred to
VCU Medical Center

502
Pediatric patients treated



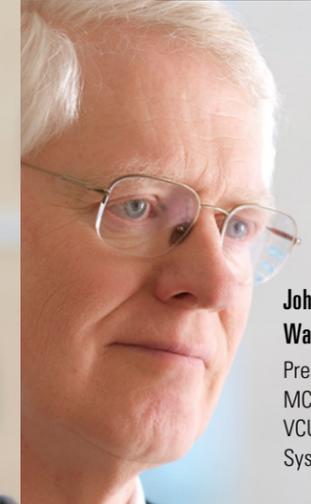
Michael Rao, Ph.D.
President, VCU and VCU Health System



Jerome F. Strauss III, M.D., Ph.D.
Interim CEO and executive vice president for medical affairs, VCU Health System; interim vice president, VCU Health Sciences; and dean, VCU School of Medicine



John F. Duval
Vice president for clinical services and CEO, VCU Hospitals



John D. Ward, M.D.
President, MCV Physicians, VCU Health System



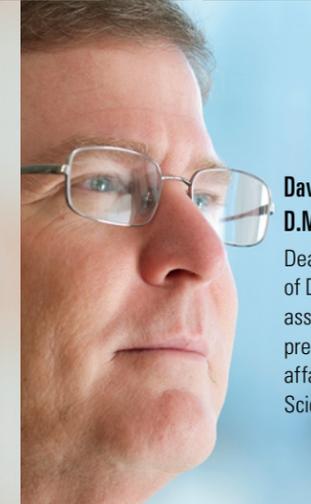
Joseph T. DiPiro, Ph.D.
Dean, VCU School of Pharmacy



Cecil B. Drain, Ph.D., CRNA, FAAN, FASAHP
Dean, VCU School of Allied Health Professions



Jean Giddens, Ph.D., R.N., FAAN
Dean, VCU School of Nursing



David C. Sarrett, D.M.D., M.S.
Dean, VCU School of Dentistry, and associate vice president, faculty affairs, VCU Health Sciences

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Notables

Gordon Archer, M.D., senior associate dean for research and research training in the VCU School of Medicine, was appointed to the National Institutes of Health's Clinical Center's Board of Scientific Counselors.

Colin A. Banas, M.D., M.S.H.A., chief medical information officer for VCU Health System's Office of Clinical Transformation, was chosen as one of 15 Health IT Fellows by the Office of the National Coordinator for Health Information Technology within the U.S. Department of Health and Human Services.

David X. Cifu, M.D., the Herman J. Flax, M.D. Professor and chair of the Department of Physical Medicine and Rehabilitation, and executive director of the VCU Center of Researcher Sciences and Engineering, received the 2014 Outstanding Faculty Award from the State Council of Higher Education for Virginia and Dominion Resources.

Joseph T. DiPiro, Pharm.D., began his tenure as the Archie O. McCalley Chair and dean of the VCU School of Pharmacy on July 1, 2014. He also was named president-elect of the American Association of Colleges of Pharmacy and will serve as president from 2016-17.

John F. Duval, vice president for clinical services and CEO of VCU Hospitals, began his tenure as chair of the Accreditation Council for Graduate Medical Education's board of directors in September 2014. He will hold the position through 2016.

Paul B. Fisher, Ph.D., M.Ph., professor and chair of the Department of Human and Molecular Genetics, director of the Institute of Molecular Medicine and the Thelma Newmeyer Corman Endowed Chair in Oncology Research at Massey Cancer Center, received Virginia's Outstanding Scientist of 2014 award.

Jean-Venable "Kelly" R. Goode, Pharm.D., professor in the Department of Pharmacotherapy and Outcomes Science and director of the VCU School of Pharmacy's Community Pharmacy Practice and Residency Program, was named president-elect of the American Pharmacists Association.

Lauren Goodloe, Ph.D., assistant dean for clinical operations for the VCU School of Nursing, was honored with the Virginia Nurses Association's highest award, the Nancy Vance Award.

Curtis N. Sessler, M.D., the Orhan Muren Distinguished Professor of Medicine in the Department of Internal Medicine, was named president of the American College of Chest Physicians.

George W. Vetovec, M.D., professor in the Department of Internal Medicine and director of the Adult Cardiac Catheterization Laboratory at VCU Medical Center, was designated a Master of the American College of Cardiology.

Richard P. Wenzel, M.D., M.Sc., professor in the Department of Internal Medicine, received the International Federation of Infection Control's 2014 Martin S. Favero Award.





Virginia Commonwealth University Medical Center

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