



**VCU**Health™

2015-16 Annual Report

# RELEVANT

*BY DESIGN*





## Design — *relevant design* — drives everything we do.

We don't assume what people need or want. We ask. We listen. Then we design around our patients. At VCU Health, that approach informs the services we create, the patient experiences we foster and the facilities we build as we embrace the changing landscape of health care.

In 2015-16, design reigned throughout our accomplishments as we unveiled a new brand, recruited a top-notch CEO, created the region's most advanced outpatient children's pavilion, launched an innovative health center and shined on the world stage during an international bike race. And that's just the beginning. Read on for more — and for what's next.



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



Vice president for VCU Health Sciences and CEO, VCU Health System



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



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## MARSHA RAPPLEY AT A GLANCE

**Title:** Vice president for VCU Health Sciences and CEO of VCU Health System

**Previous position:** Dean, Michigan State University College of Human Medicine, 2006-15

**Education:** M.D., Michigan State University; B.S. Nursing, University of Michigan

**Specialty:** Pediatrics

**Research expertise:** Children with serious learning and mental health conditions, including attention-deficit hyperactivity disorder

**Professional affiliations:** Association of American Medical Colleges: chair, board of directors; chair, Council of Deans; member, Research Advisory Panel

# HUMILITY IN SERVICE

She's an expert thinker, doer and strategic guide for VCU Health. Marsha Rappley, M.D., a national leader in academic medicine, took the helm as our CEO in August 2015. Her focus: improving the health of our region, the commonwealth of Virginia and beyond by collaborating to deliver personalized care tailored to people, not their conditions.

A visionary and oft-cited researcher with decades of experience, Rappley is unflinching in her plan for VCU Health — that we will model for the nation how to design and deliver not just health care, but health maintenance and prevention. To do that, we'll leverage her tactical leadership skills to deliver on our team's best ideas, big and small.

**What's next?** Work is underway on Rappley's vision to build on our commitment to be the nation's safest health system, hone our cutting-edge biomedical science, and recruit the best people by investing in top-flight clinical, research and academic programs.



**More online:** Watch a video of Rappley and read about her plans for VCU Health at [vcuhealth.org/annualreport](http://vcuhealth.org/annualreport).



## Children's Pavillion



**\$200M**  
investment in  
children's care

**170**  
pediatric specialists  
and subspecialists

**600**  
valet and self-  
parking spaces

**83**  
exam rooms

# HOPE UNDER ONE ROOF

Designed for the future of health care, our \$200 million Children's Pavilion opened in March 2016 as the region's largest and most advanced outpatient pediatric facility. The 640,000-square-foot, 11-story pavilion in downtown Richmond brings more than 170 specialists under one roof, where they collaborate to provide customized care to the diverse patients we serve.

The pavilion also means families no longer have to travel to clinics scattered across the region for care — coordinated appointments with pediatric experts are all right there. An attached parking deck makes the downtown experience seamless, too.

**More online:** Watch a video of the ribbon-cutting and read about the grand opening at [vcuhealth.org/annualreport](http://vcuhealth.org/annualreport).



### What's next?

The Children's Pavilion is the first step in an estimated \$2.5 billion makeover of VCU Health facilities over the next decade. Plans include new inpatient facilities for children, women's health, cancer and other clinical programs.

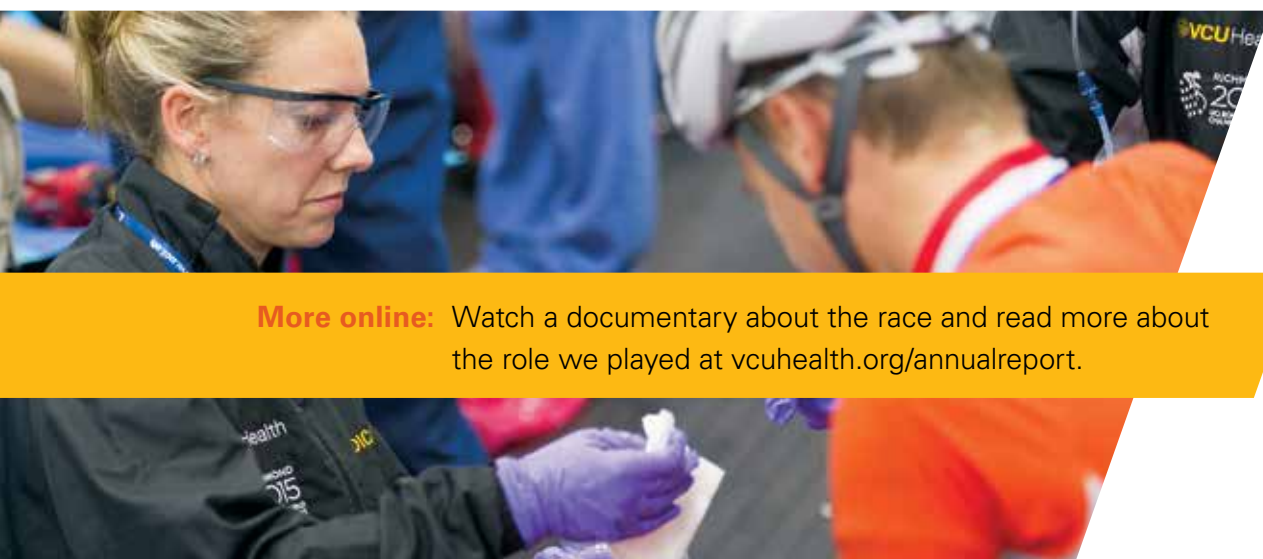


## 2015 UCI Road World Championships

# WHEELS ON THE GROUND

For more than a year, teams across VCU Health designed a strategy for how to successfully achieve uninterrupted care as bikes whizzed past our doorstep for the 2015 UCI Road World Championships. As exclusive medical sponsor of the nine-day event, we were the go-to provider for 1,500 international cyclists. While world champions were crowned in September, we hummed in the background, treating 39 cyclists and their team members.

Away from the race, our world-class care didn't miss a beat — we made headlines for a life-saving kidney transplant that included four patients in a paired exchange. With the race taking over the city, the transplant team coordinated a helicopter delivery to make sure the organ arrived in time. Thanks to all our planning, we kept right on rolling.



**More online:** Watch a documentary about the race and read more about the role we played at [vcuhealth.org/annualreport](http://vcuhealth.org/annualreport).



**What's next?** We're leveraging our skills and experience to serve as the medical sponsor for other athletic events, including Richmond's Cap2Cap bike race. And we continue our wellness focus with Shift4Health, helping motivate our internal teams to make small changes for positive health results.



## The Neuroscience, Orthopaedic and Wellness Center

# A PIVOTAL APPROACH TO CARE

Patients with musculoskeletal and neuroscience issues are experiencing a new kind of outpatient care that puts them at the center of the process. Opened in May 2016, the Neuroscience, Orthopaedic and Wellness Center delivers integrated diagnostic and therapeutic services from expert providers during one appointment, in one location.

A self-rooming option allows patients to check themselves in and head to their own exam rooms, with new locating software alerting staff when patients are ready to be seen. It's all located in Richmond's West End, adjacent to Short Pump Town Center — a convenient, accessible location. Learn more at [vcuhealthnowcenter.org](http://vcuhealthnowcenter.org).

**What's next?** The N.O.W. Center's self-rooming option and real-time locating system could be adopted throughout VCU Health.

**More online:** Watch our physicians discuss the care model and what it means for health care and patients at [vcuhealth.org/annualreport](http://vcuhealth.org/annualreport).

**More online:** Watch our “We are VCU Health” video and read about the brand launch at [vcuhealth.org/annualreport](http://vcuhealth.org/annualreport).

## A new brand for VCU Health

# WHEN A VISION TAKES SHAPE

In August 2015 we launched VCU Health, a new brand that unifies our system of care, research and education. Across Virginia, it brings together our providers, services and facilities for one common purpose: to relentlessly explore new ways to improve human health.

The V-shaped window in our graphic is a brand focal point that embodies three main design attributes: precision, discovery and innovation. The window allows us to see our rich heritage of achievements and our goals for the future. Our new tone and style reflect our personality — we are visionary, tenacious and human.

A visual makeover brings the new brand to life through signage, uniforms and graphic elements that create instant connection and recognition within communities. See the whole package at [brand.vcuhealth.org](http://brand.vcuhealth.org).



19.5°

## What's next?

Our “By design” campaign showcases our brand through incredible patient stories that demonstrate how we’re transforming lives.

Our imagery is the most human representation of our brand. It captures a real moment in time, a slice of life.



# LEADERSHIP

## SENIOR LEADERSHIP

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

**Marsha D. Rappley, M.D.**, vice president for VCU Health Sciences and CEO, VCU Health System

**John F. Duval**, vice president for clinical services and CEO, VCU Health System Hospitals and Clinics

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

**John D. Ward, M.D.**, president, MCV Physicians, VCU Health System

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

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

**David C. Sarrett, D.M.D., M.S.**, dean, VCU School of Dentistry

**Joseph T. DiPiro, Ph.D.**, dean, VCU School of Pharmacy

## 2015-16 VCU HEALTH SYSTEM AUTHORITY BOARD OF DIRECTORS

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## VCU BOARD OF VISITORS

John A. Luke Jr., rector

Jacquelyn E. Stone, vice rector

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William M. Ginther

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Alexander B. McMurtrie Jr.

Rev. Tyrone E. Nelson

Carol S. Shapiro, M.D.

John W. Snow

G. Richard Wagoner Jr.

Steve L. Worley



# BY THE NUMBERS

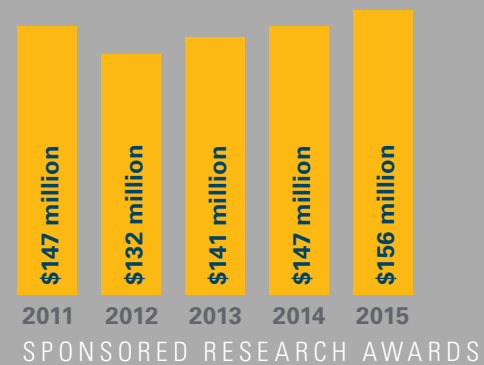
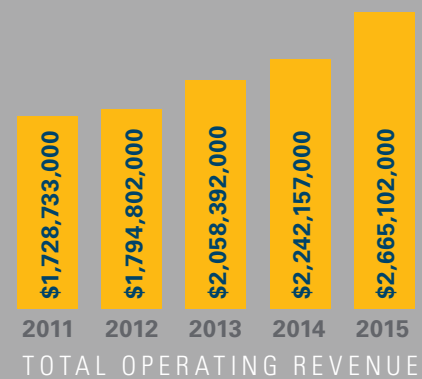


## VCU HEALTH SYSTEM FINANCIAL STATEMENT \*

	Fiscal year 2015**
Total operating revenue	\$2,665,102,000
Net income/(loss)	\$215,459,000
Nonoperating revenues and expenses	\$12,880,000
Salaries, wages and benefits	\$963,894,000
Supplies	\$326,579,000
Purchased services and other expenses	\$253,686,000
Depreciation and amortization	\$74,623,000
Medical claims expense	\$843,741,000
Sponsored research awards	\$156 million

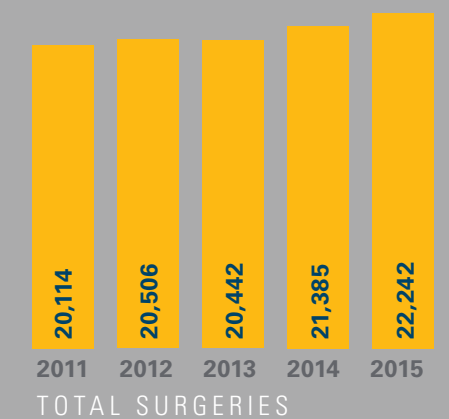
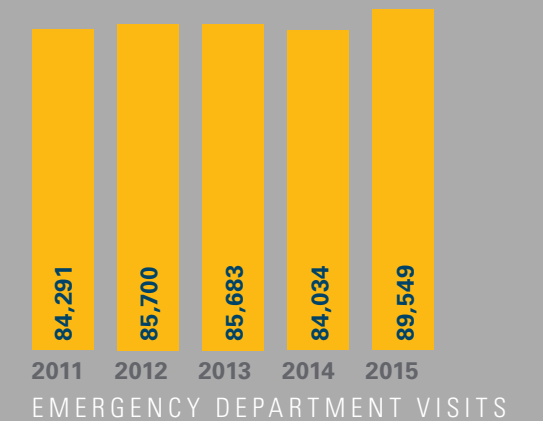
\* Includes VCU Medical Center, Children's Hospital of Richmond at VCU, Community Memorial Hospital, MCV Physicians practice plan, Virginia Premier Health Plan, University Health Services and UHS Professional Education Programs

\*\* The fiscal year ending June 30, 2015



## VCU HEALTH SYSTEM VOLUME

	Fiscal year 2015
Inpatient discharges	36,095
Adjusted discharges	62,045
Emergency Department visits	89,549
Outpatient clinic visits	631,874
Total surgeries	22,242
Virginia Premier member months	2,276,423



## S&P RATING

**AA-** Outlook: Stable

## MOODY'S RATING

**Aa3** Outlook: Stable





## TRAUMA CARE

Fiscal year 2015

# 4,362

total admissions (including  
pediatrics and burn)

# 1,123

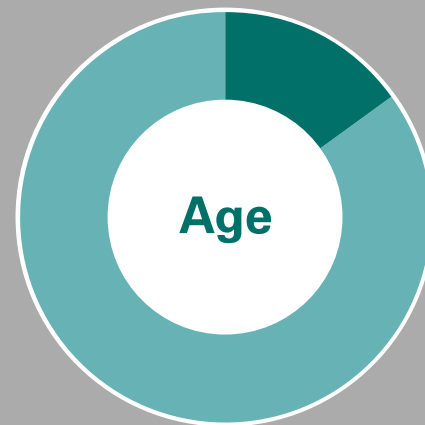
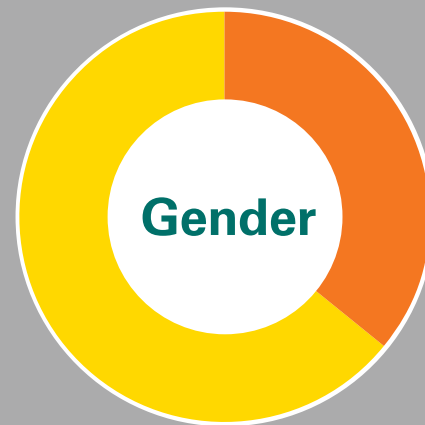
cases transferred to  
VCU Medical Center

# 573

pediatric patients  
treated

# 392

community hours  
served



36% Female  
64% Male

15% 65 and older  
85% 64 and younger

Cause of Injury	Percentage
Motor vehicle collision	37%
Fall	22%
Stab or firearm	8%
Burn	8%
Assault	4%
Motorcycle collision	4%
Pedestrian	3%
Accidental blunt force	2%
Bicycle	2%
Moped or Scooter	2%
ATV	1%
Other	7%



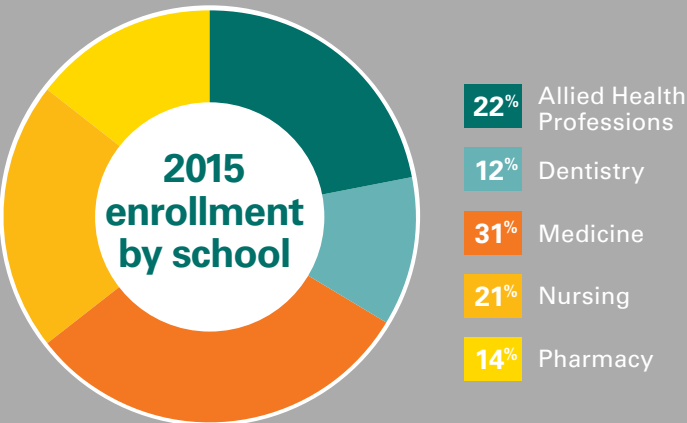
VCU Medical Center  
is the only comprehensive  
**Level I trauma center**  
**in Virginia** that is verified  
in adult, pediatric and  
burn trauma care.





HEALTH SCIENCES SCHOOLS ENROLLMENT\*

**684**  
current residents  
(July 2015)



	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Allied Health Professions	1,060	1,044	1,023	985	935
Dentistry	516	505	490	492	487
Medicine	1,276	1,294	1,292	1,271	1,301
Nursing	954	866	909	877	879
Pharmacy	608	611	605	605	608
Total	4,414	4,320	4,319	4,230	4,210

\* Includes on-campus and off-campus enrollments

Everything we do has one purpose:  
design a better tomorrow.

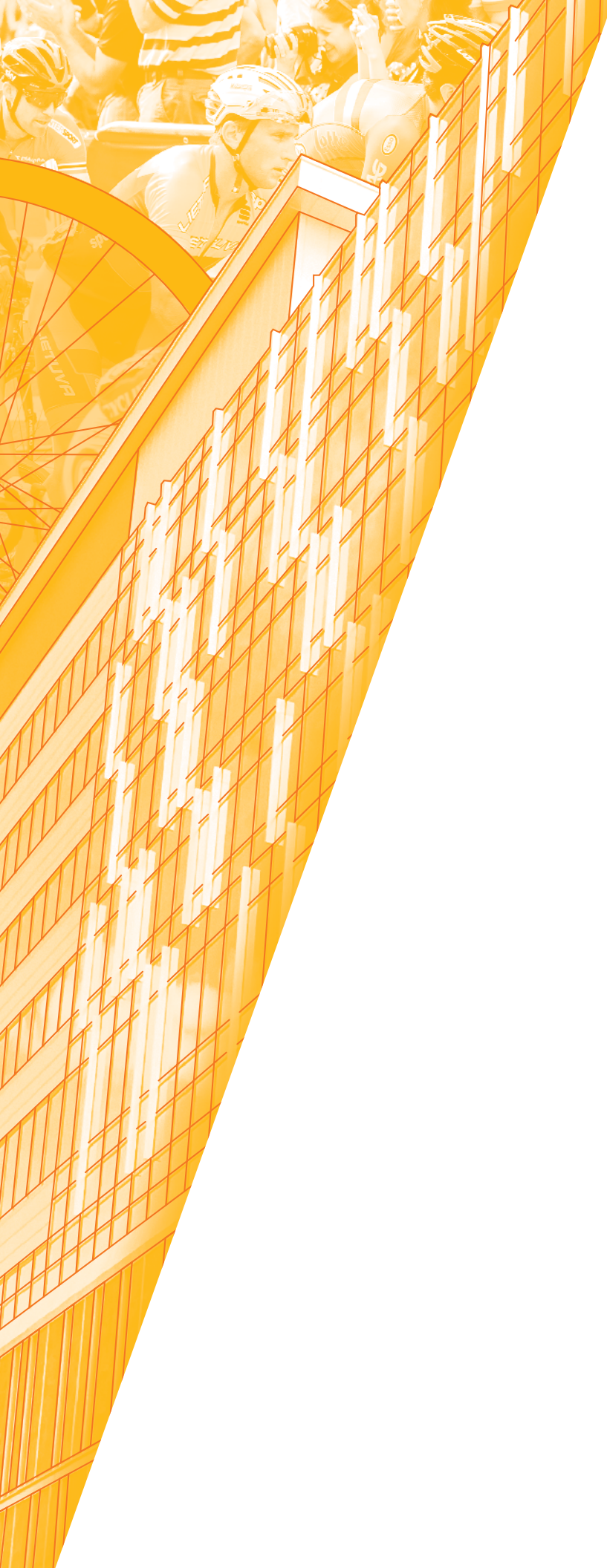
For more than 180 years, our mission has been to teach and explore so we could heal and improve the lives of Virginians. That will never change. But like our name, our focus has shifted — we’re not just treating those who are sick or injured. We’re maintaining health and preventing disease before it even happens.

Making life better, by design.



VCU Health is the outward-facing brand that encompasses the VCU Health System and its hospitals, other clinical operations, health plan and the Health Sciences Schools of Virginia Commonwealth University.





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