



Jefferson University Physicians

Jefferson University Physicians (JUP) remains fiscally sound and organizationally strong in the face of a challenging economy and the changing landscape of healthcare. In FY2009 JUP increased receipts, grew patient volume, and trimmed expenses. Our achievement results from preparation meeting opportunity – and confirms JUP’s resilience. Selective investments laid the foundation for new opportunities and efficiencies that will continue to advance JUP’s clinical transformation and the Ideal Patient Experience initiative. Notably, the ambitious agenda we laid out at the start of the year has been realized thus strengthening our operational foundation.

Our Electronic Medical Records (EMR) implementation continued to plan, with over 2,000 Jefferson physicians, residents, medical students and employees now routinely using EMR. Documentation management and e-Prescribe paid dividends to JUP by expediting reconciliations of chart reviews on our pay-for-performance contracts and facilitating our participation in the Physician Quality Reporting Initiative (PQRI) program. In both cases, the use of the EMR to track and monitor clinical quality performance of our practices resulted in increased revenue to JUP. Furthermore, it is gratifying to see our vision of a few years ago for a paperless medical record environment validated with the recently announced American Recovery and Reinvestment Act that provides funding for Electronic Health Records implementation. While the criteria for access to these funds have yet to be determined, our experience with the EMR leverages us well to qualify for

these funds and provides an opportunity to offset our initial investment.

Our focus on patient access, as a vital component to achieving the Ideal Patient Experience, continued this year. Through our practice operations staff, we put ourselves in our patients’ shoes through the “Mystery Caller” initiative. This constructive process identified areas of opportunities for skill training and revealed barriers to service access. Equipped with this knowledge, JUP expanded customer service training for practice operations staff. JUP Service Ambassadors were taught how to analyze Press Ganey survey results, and learned how to help staff deliver consistent high levels of service to patients. In addition, JUP updated and standardized the information we provide to patients through our Web site.

On the financial front, we met all of our financial targets, despite confounding national trends that have hindered clinical program growth at other academic medical centers. Although, the economy did dampen our growth rate for some of our volume metrics, we experienced growth nonetheless. Our ambulatory visits grew 0.5%, our inpatient admissions grew by 2.6%, our surgical cases grew by 3.9%, with operating hours growing by 4.3% – a reflection of the increasing complexity of our cases. The increase in our volume indicators translated into a 3.3% revenue growth over prior years which, coupled with an expense reduction initiative the second half of the fiscal year, resulted in a positive bottom-line for the year, compared to a break-even budget.

In FY 2010, we will continue to pursue strategic initiatives that give us market advantage over our competitors. Specifically, we will continue to focus on faculty retention by building on our FY 2009 focus of addressing competitive faculty compensation and on extending our market reach through the ambulatory satellite initiatives that places JUP's footprint in new geographic locations. The planned Jefferson ambulatory facility at the Philadelphia Navy Yard will be a key first step in this direction and serve as a critical link to our integrated strategic link to Thomas Jefferson University Hospital's growth plan.

In the coming year, the national stage for health-care and the economy promise even more change and complexity – yet even times of turbulence can offer opportunities. JUP remains well positioned to meet these challenges and seize opportunities as they arise.

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