

# UPA Front Lines

Jerry B. Willis, MBA  
Chief Operating Officer  
VP Operations

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## Front Lines Team Member

**Jerry B. Willis, MBA, Chief Operating Officer & VP Operations**

*"Operations is there to help lead and assist all departments."*

Whether asked to lead or lend a hand, you will see Jerry Willis. Advancing with healthcare over the years, Jerry has been an advocate of patient care for 27 years. It was during his early years working in an emergency room as a patient tech when Jerry decided to go to school to become an EMT. Due to earlier life challenges, he had dropped high school but his desire to work as an EMT required him to go back and obtain his GED. His education is his biggest personal achievement. He completed his MBA at night, while working and being a dad to three children. His story is unique and atypical for many executives.

Jerry began working toward his BSN but after a few years, accepted his first managerial role as a clinical supervisor for an Internist in Georgia. When he relocated to Tennessee with his family, he was hired (through a staffing agency) to assist in the front office of an Internal Medicine group at The University of Tennessee Medical Center.

He quickly advanced to a supervisor position and was ultimately promoted to the office's Practice Administrator. As his role and responsibilities continued to expand, he became the Practice Administrator of four additional offices with varied medical specialties.

Jerry's career further advanced into UPA's corporate office fulfilling the role to negotiate managed care agreements for UPA clinical membership, in the scope of healthcare moving into a new direction called "clinical integration".

“Regulations, financial challenges and competitors are ever evolving and require our entire team to remain on top of these changes. Having a team of amazing experts in their fields helps tremendously.”

-Jerry Willis continue reading on page 2-





“I absolutely love patient care and still miss the interactions with patients. As I progressed into managerial roles, I found satisfaction in supporting those that deliver patient care.”

Jerry B. Willis, MBA -continued from page 1  
Chief Operating Officer and VP Operations

While no longer providing direct patient care, Jerry still has an impact on the healthcare system. The need of developing a Clinical Integration Program became critical and Jerry accepted the responsibility as the inaugural Director of Clinical Integration thus developing the first clinical integration program alongside the UPA providers and UHS, Inc. This role was very challenging but as the program grew, Jerry's position transitioned into the Chief Operations Officer of UPA. Jerry states the biggest challenge for him is the constant change in our field. Regulations, financial challenges and competitors are ever evolving and require our entire team to remain on top of these changes. Having a team of amazing experts in their fields helps tremendously.

### Advice to Others

*"Become as knowledgeable in your area as possible. Build a support team to lean on during the tough times. Working in healthcare can consume so much of your day so be sure to protect your home and personal time to remain charged for tomorrow."* -Jerry B. Willis, MBA

## UPA soared with a number of Eagles at Tee Up for Trauma

Special thanks to UPA's team  
Kristopher Kimball, MD  
Dan Cox, MD  
Michael Polin, MD  
Robert Elder, MD



Trusted partners & a good handicap always make for a perfect drive



# Deep Dive



## Clinical Integration

In 2007, the American Hospital Association (AHA), the Department of Justice (DOJ) and the Federal Trade Commission (FTC) began addressing the need for greater collaboration among healthcare providers in order to improve quality and efficiency, thus evolving into the term “clinical integration.”

Essentially, clinical integration refers to the coordination of patient care, conditions, providers and health data management.

Providers are more accountable for the delivery of higher quality at a more efficient care and delivered at a lower cost. Contracts with payers require demonstration of value beyond fee for service.

UPA played a key role in 2013 with the establishment of a clinically integrated system between the University Health System, Inc. (UHS), employed physicians and independent physicians. These coordinated efforts developed the groundwork for the establishment of University Health Network (UHN) in May 2017.

Clinical Integration involves providers working together in an interdependent fashion to enable higher quality care in a more efficient manner.

Quality and coordination of care.  
Physicians working together.

That's the fiber of UPA then and now.

Physician Established,  
Physician-Owned &  
Physician Led



## Welcoming New Membership



Sydney S. Bumbarger, PA  
Neurosurgical  
Associates, PC



Erin M. Garfield, MD  
University  
Dermatology



Scott A. Geer, PA  
University Heart  
Surgeons



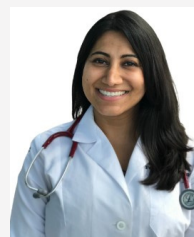
Jordyn N. Lowe, PA  
Neurosurgical  
Associates, PC



Megan M. Nutt, PA  
University  
Thoracic Surgeons



Aaron C. Robinson, PA  
Neurosurgical  
Associates, PC



Manpreet Samra, MD, MBA  
UT Vascular &  
Transplant  
Surgeons



Kathleen B. Smith, NP  
University  
Heart Surgeons

## New Members Not Pictured

Susan K. Hampton  
Allergy Specialists of  
Knoxville, PLLC

Galina Rader, MD  
Renuven Health  
Partners

Lawrence Kennard, NP  
HealthStar Physicians, PC

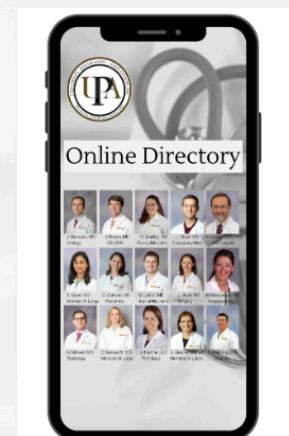
Lacey Nicolau, NP  
Renuven Health  
Partners

Kellie Mathewson, NP  
HealthStar Physicians, PC

Deena White, DPT  
Tennessee Sports  
Medicine Group

Sonya Sartain, FNP-C  
Tennessee Valley  
Orthopaedics, LLC

[Click here to search our directory.](#)







**Knoxville  
Smokies**

**May 31**

## Team Member Appreciation Event

Team members can receive up to 2 tickets at no cost. Any tickets above this will need to be purchased by the team member at a rate of \$34 per ticket. Please note that if you order your 2 free tickets and do not show up for the game, you will be charged the \$34 for those tickets. If you are charged for the tickets, you will be able to pick them up from HR to use for general admission to another game during the season. Check the survey in Paylocity **UNTIL April 30th** to select the number of tickets you need.

GAMETIME: 7:00 p.m. Gates open at 5:30 p.m. A UPA booth will be set up outside the stadium on the day of the event for team members to pick up their tickets. Kids 3 and under are free and will not require a ticket to enter the game so please do not include them in your headcount.

Please make sure to have your UPA ID Badge with you.

## ***THE BEAT IS ON!*** American Heart Walk

**Team Name:**

**UPA Heart & Soul** (Team Coach Donna Mowery)

Team Company (Partner) University of Tennessee Medical Center

**DATE:**

Saturday,  
September 27

**LOCATION: ZOO KNOXVILLE**

To pre-register  
**CLICK THE HEART**

