

R. Edward Howell has a significant portion of his incentives tied to quality and patient satisfaction. For example, to qualify to receive half of his incentive payment, the Health System must achieve a specific quality standard.

It is important to note that as a public non-profit, UVA Health System has no shareholders. The Health System's operating margin is reinvested in the hospital to help pay for quality improvement efforts, employee salaries, graduate medical education, new and renovated facilities and equipment. Our operating margin is key to continuing to provide state-of-the-art, high-quality care to our patients.

UVA Health System also treats all patients, regardless of their ability to pay. In fiscal year 2012, UVA Health System provided \$238 million in charity care - uncollected charges for services provided to patients who are unable to pay some or all of the hospital's charges.