



Katie Friar, CPCS, CPMSM  
Vice President, Credentialing & Physician Services

# UPA

*"Healthcare is not just about medicine, it's about people. It's about providing support, understanding and compassion."*

Healthcare has a sense of purpose that you don't always find in other industries. When working behind the scenes, there is still meaningful work to be done by serving and providing support to our physicians and providers. In return, they are able to provide high quality care to our patients. -Katie Friar

## UPA Front Lines

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### Front Lines Team Member

#### Katie Friar, CPCS, CPMSM

#### VP Credentialing & Physician Services

Katie Friar's career path began in June 2008 when she began working as a UPA File Clerk. At the time, she didn't know where this entry-level position would take her, but she was eager to learn and prove herself. Organizing, filing credentialing paperwork, and ensuring that everything was in order might have seemed like a small task but it laid the foundation for the skills she would need later: attention to detail, organization and understanding how credentialing works. Over time, she took more responsibility, gradually stepping into roles that involved more complex tasks.

With each position, she gained insight into inner workings of the credentialing world and how each task performed affected another area within the organization. Each role she took allowed her to refine her skills and dig into the why and how UPA does what we do! When transitioning into a leadership position, Katie had a unique vantage point. She had sat in each team members' seat that she was leading and was able to truly say, "I understand and get it". Today, looking back on her journey, she realizes that the ability of advancing through the various roles allowed her to gain a strong foundation in communication, problem solving and critical thinking. Each step along the way, no matter how small it seemed at the time, contributed to her development and led her to where she is now. *-continued on page 2-*

Kim Friar, CEO, UPA

Amy Barger Stevens, MD, FAAFP  
President, UPA

## Living the Mission

Daniel Cox, MD  
Lakemoor Family Physicians

**Daniel L. Cox, MD** is a board-certified family medicine physician who was a vital role with the establishment of UPA. He has been a long-standing elected UPA Physician Board Member. Dr. Cox attended medical school at East Tennessee State University and completed his internship and residency at North Carolina Baptist Hospital. Dr. Cox practices medicine at Lakemoor Family Physicians, a successful family practice just 2 miles from The University of Tennessee Medical Center.

When asked what led him into the clinical path, Dr. Cox shares that his first choice was to become a veterinarian, and he was even working in that capacity. But it proved to him that he needed more. He realized perhaps he was too shallow and needed more affirmation from his patients. Of course he was helping the animals, those hurting and afraid, but it was not as relational as helping people would be. *-continue reading on page 2-*



# Living the Mission

**Daniel L. Cox, MD**

**Lakemoor Family Physicians** *-continued from page 1*



It was while working as an undergraduate at the age of 19, his friend that was practicing medicine at the time began recruiting him as a physician. That became a turning point for his future career.

"I knew I wanted to take care of others"... and he realized he could truly help more people in the role of a physician which was the true reward.

## Advice to Others in Healthcare

Being a healthcare provider is tough because not all individuals are accepting and lovable. We can whine about schedules, patients, systems but *it is all still for the patients*. People, who we have a mere glimpse of and what may be happening in their lives. Who will take care of those patients if we don't? We just see them in a moment of their time and if I keep my focus on seeing them how God sees them, it changes my perspective.

## How Do You Live Your Mission in Healthcare?

"It still holds true for me from those early days in choosing my career path.

Relationship. It all comes down to loving others as yourself and that's what I believe God wants in all of us."

— “*My patients, they may be hurting, or they may be afraid, but I can choose to show them respect and grace and hopefully turn those circumstances around.*” —

*-Dan Cox*

UPA is governed by a team of 18 multi-specialty physicians that are elected by their shareholder peers. Board positions rotate under a three-year commitment.



**Katie Friar, CPCS, CPMSM**  
VP Credentialing & Physician Services  
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## Katie's Biggest Challenge

Katie shares her biggest challenge is credentialing which can present a range of challenges, but the biggest, in her opinion, is ensuring accuracy and completeness of information. Credentialing is a highly detailed process and even a small error or omission can lead to significant issues such as delays in start date, patient safety concerns or compliance violations.

## Her Advice to Others

“Build bridges. I would encourage others to build strong relationships with your team, but also across other departments, from HR to compliance to legal. When you are able to work with others, you can share insights and even resources. It's all about creating connections and collaborating. Credentialing doesn't happen in isolation, and you will often hear me saying, "it takes a village!" I encourage fellow MSPs to connect with their state association of Medical Staff Professionals. I serve on the Tennessee Association of Medical Staff Services Board of Directors and it has provided me with mentorship and a network of friends that I can call on for questions and even to bounce something off of. I am thankful to have a state association that is continuing the mission to engage other MSPs and provide support and continuing education.”





# Deep Dive



## Medical Staff Office

The Medical Staff Office (MSO) is a critical department that supports the administrative and operational functions related to our physicians and Advanced Practice Professionals (APPs).

While the primary responsibility is to verify and maintain credentials of our clinicians, The Medical Staff Office also play a key role in the structure and organization of the medical staff. This includes overseeing medical staff meetings, elections and leadership committees. In addition, the MSO ensures compliance with The University of Tennessee's Bylaws, Rules and Regulations and policies. In essence, the Medical Staff Office is responsible for proper credentialing.

It's the foundation to safeguard patient safety, healthcare quality and organizational integrity.



The Medical Staff Office consists of 7 dedicated team members. They work collaboratively to support the needs of the Medical Staff and it none of this would be possible without them!

### Medical Staff Office Team

- Katie Friar: Oversees MSO Operations
- Donna Mowery: Committees & Communications
- Kelsey Stockdale: Initial Credentialing
- Lisa Robbins: MS Reappointments
- Tami Pratt: AHP Reappointments
- Heather Kidwell: Onboarding & Coordinator
- Megan Barger: MSO Assistant



## Welcoming New Membership



William J. Cale, CRNA  
University Anesthesiologists



Wilson S. Robinson, Jr., MD  
Allergy Asthma and Immunology Center



Rachael F. Vincil, NP  
University Wound Care



Audrey N. White, NP  
University Wound Care

### New Members (Photos Coming Soon)

- Katie E. Gay, PA-C  
Allergy, Asthma & Sinus Center
- Patricia M. McDougall, NP  
Renuven Health Partners
- Joselyn D. Ghulam, NP  
Renuven Health Partners
- Sophia M. Pastrick, FNP  
Allergy, Asthma & Sinus Center
- Lauren R. Hankins, NP  
University Inpatient Specialist
- April D. Rodriguez, NP  
Pediatric Choice Clinic, LLC