



2022 - 2032 STRATEGIC PLAN

ONE FUTURE TOGETHER / HEALTH AND HOPE FOR ALL



SEPTEMBER 2022

A BOLD VISION FOR THE FUTURE

“We initiated our strategic planning process as a clear sign of hope and forward momentum to our organization.”

UVA Health has a long and storied history beginning almost two centuries ago. The School of Medicine was founded in 1825, six short years after Thomas Jefferson founded UVA, becoming the 10th medical school in the nation. Approximately three-quarters of a century later, the first University of Virginia Hospital opened on Thomas Jefferson’s birthday, April 13, 1901. The new hospital established a training program for nurses, which would become the UVA School of Nursing, formally established in 1956. The Health Sciences Library was first established in 1929, and in 1979, the clinical faculty founded a group practice plan now called UVA Physicians Group. As the health system continued to grow and evolve, the term “UVA Health” was applied beginning in the 1990s to convey the sum of all health system entities.

UVA Health continues to expand at an incredibly rapid rate and to invest significant resources across all missions. Just over the past two and a half years, UVA Health has opened a new 84-bed tower, acquired a freestanding ambulatory surgery center, opened a 200,000-square-foot orthopedic center, acquired three community hospitals as well as a physicians organization in Northern Virginia, become the No. 1 children’s hospital in the state, and successfully achieved comprehensive status for its NCI-designated cancer center.

As a milestone in our almost 200-year history, we have created UVA Health’s first-ever enterprisewide strategic plan encompassing all of UVA Health’s four mission areas (clinical care, education, research, and community), as well as our seven entities (the Schools of Medicine and Nursing, University Medical Center, University Physicians Group, the Health Sciences Library, UVA Community Health, and UVA Community Health Medical Group).

For almost two centuries, the entities comprising UVA Health have served the people of the Commonwealth, the nation, and beyond by providing exceptional patient care, educating future healthcare leaders, pursuing innovative and life-enhancing discoveries, and supporting the communities we serve. These foundational responsibilities are enduring and will continue to inspire our efforts as UVA Health, through our new “One Future Together–Health and Hope for All” strategic plan, charts a bold vision for the decade ahead.

I would be remiss if I did not recognize that we created this plan while simultaneously addressing COVID-19. I arrived in February of 2020 with a passionate goal of initiating our strategic planning process the following spring, only to soon realize that we were about to enter the most significant worldwide pandemic of the last century. Eighteen months later, with extraordinary gratitude for the commitment of our team members and the acceptance of living in a “new normal” with COVID-19, we initiated our strategic planning process as a clear sign of hope and forward momentum to our organization.

UVA Health’s strategic planning process was purposefully and thoughtfully designed to be highly inclusive, whereby all team members, patients, patient families, and community members were invited to contribute. We developed work groups, inclusive of over 120 individuals, who met frequently over months, creating, critiquing, reorganizing, and finalizing. As a result of thousands of interactions, we have created a bold vision for the future, which is best summarized in our new vision statement for the health system: “To be the nation’s leading public academic health system and best place to work by transforming patient care, research, education, and engagement with the diverse communities we serve.” Our commitment to our future is also summarized in our new mission statement: Transforming Health and Inspiring Hope for all Virginians and Beyond. A heartfelt thanks to all who contributed to help shape these words and the overall strategic plan.

“We will continue to focus on superior quality of care, which is fundamental to who we are as a healthcare organization.”

Importantly, UVA Health’s strategic plan is an extension of the University’s “Great and Good” 2030 Strategic Plan. We strive to be “Good” by fully supporting and caring deeply for the UVA Health workforce, now over 16,000 members strong, so that our teams are well positioned to care for and be a good partner to the communities we serve. Fundamental to our future success, UVA Health must be a destination for talent at every level by becoming the best place to work, to learn, and to build a lifelong career. Moreover, we will focus on access and service so that all of those in need can receive their care at UVA Health. We will continue to prioritize superior quality of care, which is fundamental to who we are as a healthcare organization. In parallel, we are eager to be “Great” with the aspiration to be the nation’s top public academic health system by producing transformative research, destination educational programs, and differentiated clinical care for the most complex of our patients.

“One Future Together–Health and Hope for All” reflects the road map for our transformational work ahead, starting now and continuing throughout the next decade. The name was chosen purposely because UVA Health has historically functioned as a siloed organization. We are eager to move forward as one; we will have greater success advancing our four missions, and, most importantly, best serve our patients as a unified health system. Healthcare will change dramatically over the next decade. Patients in 2032 will be treated with an entirely new compendium of therapies, researchers will leverage new techniques for discovery, education and training paradigms will change significantly,

and care delivery models will be enhanced through patient-centered technology, with a focus on prevention and care at home. As an academic health system, our vision is that UVA Health will be at the forefront leading this change.

Recognizing the dynamic nature of the healthcare landscape, this plan was created with an intentional and appropriate need for flexibility. As such, this will be a “living document” that will be refreshed as necessary to evolve with the rapidly changing environment. Importantly, this document is not meant to be a catalog of everything we will accomplish over the next 10 years. There is so much outstanding work happening at UVA Health every day that is not articulated in this plan.

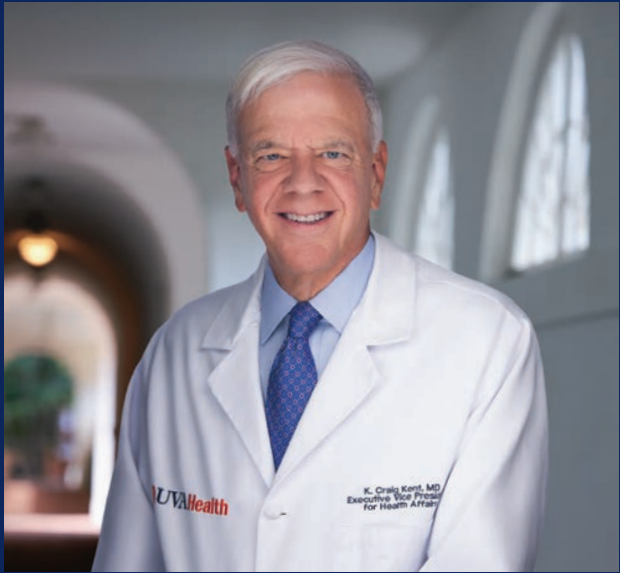
Again, we offer sincere thanks to the countless individuals who contributed to the development of this plan. Of course, the real work begins now. We will not let this be the strategic plan that sits on a shelf; rather, we are already moving forward with a number of initiatives and even now are realizing the benefits to our health system and our patients. Please join us in this amazing journey. We trust you will be excited and inspired by our aspiration to *Transform Health and Inspire Hope for all Virginians and Beyond.*

K. Craig Kent, MD

Chief Executive Officer, UVA Health
Executive Vice President for Health Affairs, University of Virginia

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TRANSFORMING HEALTH AND INSPIRING HOPE FOR ALL VIRGINIANS AND BEYOND

SETTING THE STAGE

“UVA Health’s strategic planning process was purposefully and thoughtfully designed to be highly inclusive, whereby all team members, patients, patient families, and community members were invited to contribute.”

In the fall of 2021, UVA Health launched a highly inclusive yearlong process to develop a clear and compelling vision for the organization. Our ambition was to develop an integrated institutional plan that propels us further among the nation’s top public academic health systems. Building off of the University’s Great and Good 2030 Strategic Plan and providing deep and meaningful engagement with a broad range of voices was an essential goal from the outset, and we were heartened by the enthusiastic and candid responses this project garnered from so many members of our community.

From the Strategic Planning Co-Chairs

To kick off the initiative, we created four strategic planning committees, one for each mission (clinical care, education, research, and community), that comprised diverse representatives from across the organization. A strategic planning survey was distributed to all 16,000 UVA Health team members to solicit input, help assess our current positioning, and identify future opportunities. We refreshed our mission, vision, and values, and developed a set of principles to guide us forward.

The committees were tasked with identifying the strategic imperatives and overarching goals for each focus area. Numerous virtual “town hall” meetings were conducted at the institutional and departmental level to solicit input from subject matter experts across the organization. Additionally, input from the communities we serve was sought throughout the process using over 200 comment card drop boxes located across our facilities and from hundreds of electronic comments submitted by the public via our strategic planning website. All told, over 4,000 members of the UVA Health family participated and provided input to help shape the formation of our strategic plan. At a retreat in the spring of 2022, the final recommendations emerging from each strategy committee were presented and discussed

by the leadership team. We are immensely grateful to all who joined the conversation, many of whom devoted countless hours to this important work.

This document summarizes what UVA Health aims to achieve in the decade ahead. The plan outlines an ambitious set of strategic goals and initiatives to align our collective efforts. It is not a detailed prescription for every entity, school, department, and administrative unit. Rather, it is a framework to guide every part of the organization in shaping their plans and to help ensure that it is aligned with the overall institutional priorities. It codifies our core values and establishes a unifying vision to be the nation’s leading public academic health system and best place to work by transforming patient care, research, education, and engagement with the diverse communities we serve. The strategic goals articulated are purposefully ambitious and can only be achieved by close interdisciplinary collaboration across all four of our vital mission areas. As we begin implementation of the plan, we welcome your ongoing involvement and input. We look forward to your continued contributions to the exciting journey ahead.

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Associate Chief Medical Officer

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Neuroscience

Jason Lineen
Chief Strategy Officer
UVA Health

MISSION, VISION, AND VALUES

ANCHORING THE PLAN

We learned early on in the strategic planning process that our previous mission statement, which was 33 words in length, was not memorable and did not resonate with team members. Additionally, the institution did not have a vision statement. As a result, we decided that refreshing our mission, vision, values, and guiding principles would be a fundamental first step in the process to anchor the development of our 10-year strategic plan.

EACH STATEMENT SERVES A DISTINCT PURPOSE:

OUR MISSION
WHY UVA HEALTH EXISTS

OUR VISION
WHO WE ASPIRE TO BE

OUR VALUES
WHAT BEHAVIORS WE EXPECT FROM ONE ANOTHER

OUR GUIDING PRINCIPLES
HOW WE WILL COLLECTIVELY ACT AND MAKE DECISIONS

These statements will serve as the organization’s “true north” as we enter our third century of existence. Our strategic plan recognizes the transformative potential of a fully integrated academic health system and provides a blueprint to achieve our vision. Informed by the input of thousands of team members, UVA Health’s new institutional mission, vision, and values statements are as follows:

OUR MISSION | UVAHealth

TRANSFORMING HEALTH AND INSPIRING HOPE FOR ALL VIRGINIANS AND BEYOND.

To be the nation’s leading public academic health system and a best place to work while transforming patient care, research, education, and engagement with the diverse communities we serve.

Our VISION

Our ASPIRE Values

AT UVA HEALTH, PATIENTS ARE FIRST IN EVERYTHING WE DO. WE ASPIRE TO CREATE A CULTURE OF EXCELLENCE, ENGAGEMENT, AND TRUST THROUGH OUR VALUES:

- A**CCOUNTABILITY
- S**TEWARDSHIP
- P**ROFESSIONALISM
- I**NTEGRITY
- R**ESPECT
- E**QUITY

A BOLD VISION FOR THE FUTURE



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As a milestone in our almost 200-year history, we have created UVA Health's first-ever enterprise-wide strategic plan encompassing all of UVA Health's four mission areas.”

K. Craig Kent, MD

GUIDING PRINCIPLES

PATIENTS ARE FIRST IN EVERYTHING WE DO.

WE WILL ALSO:

- Care for, empower, and support our fellow team members in everything we do
- Strive for excellence across all missions
- Make transparent and data-driven decisions in the long-term best interests of the organization
- Provide the highest-quality, unparalleled safety, and an exceptional care experience
- Be a learning organization committed to innovation and continual development of ourselves and others
- Be responsible managers of our financial, environmental, and other resources
- Have clear objectives, measure results, and celebrate successes
- Deepen community engagement and foster healthy communities

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For almost two centuries, the entities comprising UVA Health have served the people of the Commonwealth, the nation, and beyond by providing exceptional patient care, educating future healthcare leaders, pursuing innovative and life-enhancing discoveries, and supporting the communities we serve.”



CARING FOR OUR PATIENTS SUPPORTING OUR TEAM MEMBERS



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At 16,000 strong,
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STRATEGIC GOALS

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The strategic goals articulated are purposefully ambitious and can only be achieved by close interdisciplinary collaboration across all four of our vital mission areas.”

Our plan is built around three overarching goals. The first is cultivating healthy communities and belonging for all. The second is strengthening our foundation. The third is expanding our excellence and enabling discoveries for better health. The initiatives that follow represent some of the ways that we plan to achieve these goals.

Cultivating Healthy Communities and Belonging for All

Our work at its core is a human-centered enterprise. UVA Health acknowledges the critical efforts that need to be undertaken to improve the lives of our 16,000 strong workforce of “healthcare heroes.” On the heels of a global public health emergency, meaningful and nimble action is required. We are committed to concrete actions that address national staffing shortages, the burdens of extra duties, and associated pandemic-related challenges.

We will continue to strengthen partnership and transparency to build lasting trust. We will establish respect and belonging for all at the heart of all we do. Every member of the UVA Health community is essential to achieve our mission to transform health and inspire hope for all Virginians and beyond. Our commitment through this strategic plan is to create an environment where all UVA Health team members are engaged, fulfilled, and empowered to reach their full potential.

Our relationship with the communities in our local markets and across the Commonwealth are critically and mutually important. As a mission-based public institution, we take seriously our responsibility to be a good employer and neighbor, consistently partnering and building trust with local leaders and organizations to ensure the health of the communities we serve. Guided by our community health needs assessment, we will invest in initiatives that cultivate healthy communities, first and foremost working to improve access to primary care throughout our service area.

Strengthening Our Foundation

Although many strategic plans focus only on big and bold aspirational goals, our strategic plan acknowledges that a significant amount of foundational work is necessary in order to position UVA Health for its next chapter. Critical and appreciable investments will be made to modernize our operations and supporting infrastructure to make it easier for our patients to access our services and for our teams to provide care, to teach, and to discover.

We will make a range of investments to fund our infrastructure, and we will recruit and retain the talent necessary to produce easy access for our patients and superb clinical care. As part of our long-range financial and operating plan, we will design and create new facilities for clinical care, research, and our educational needs so that we can fully realize our aspirations.

The “strengthening our foundation” goal represents a broad portfolio of necessary initiatives that will both modernize UVA Health and position the organization to be more digitally enabled and better able to adapt in a rapidly changing environment.

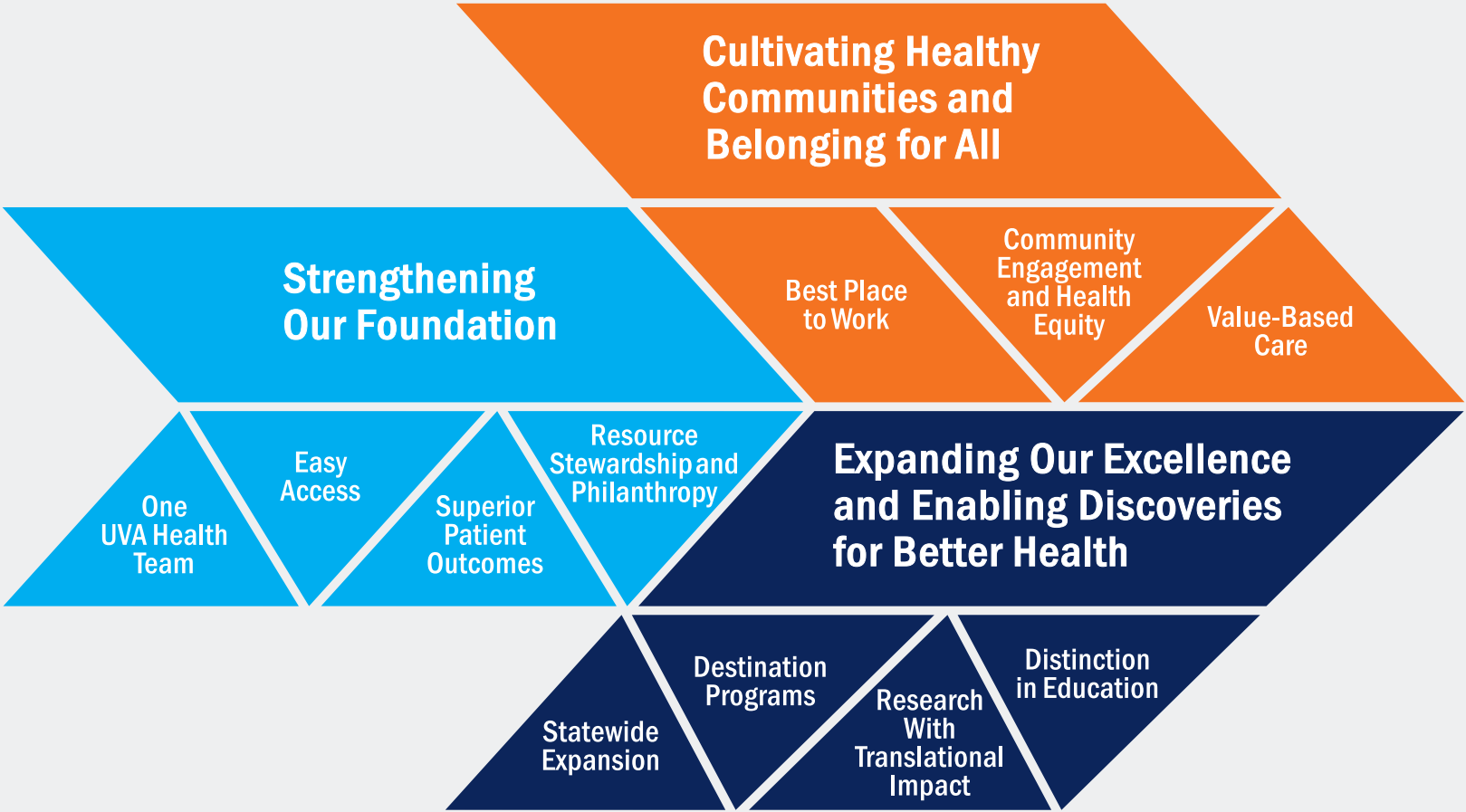
Expanding Our Excellence and Enabling Discoveries for Better Health

The global pandemic has demonstrated the value of a distinguished public university health system to our community and to the Commonwealth. It is our responsibility and our privilege to create breakthroughs in medical research; train and develop the next generations of clinical and scientific leaders; and ensure that all Virginians have access to the highest-quality and safest care for their most complex healthcare needs. We are committed to leading in the delivery of the best and most advanced patient care, reflective of our ability to translate discoveries into revolutionary therapies. Furthermore, we will extend our presence statewide to meet the most complex healthcare needs for all Virginians and beyond.

We will significantly grow our research enterprise and focus on areas of scientific exploration, positioning UVA Health as a contemporary and differentiated leader. By empowering innovative research and advancing knowledge creation focused on improving health for all, we will become a destination scientific and clinical care delivery hub that expands the local economy by attracting industry partners to the Commonwealth.

Finally, we will provide world-class, 21st-century, and socially responsible health sciences educational programs that prepare diverse learners to become prominent scholars, respected healthcare professionals, and esteemed leaders of the future.

STRATEGIC GOALS SUPPORTED BY KEY INITIATIVES



In support of the three goals articulated, we have identified 11 key initiatives to help achieve them.

The initiatives that follow, as described at the outset of this document, represent some of the ways that we plan to achieve our goals, but they are not meant to capture everything we are doing or will be doing at UVA Health.

CULTIVATING HEALTHY COMMUNITIES AND BELONGING FOR ALL

Best Place to Work

We care deeply about our people and building a great culture. In the face of national workforce shortages, UVA Health must be a destination for talent at every level by becoming the best place to work, learn, and grow. Illustrative key activities include:

- Launching a “UVA Health Leadership Academy” to cultivate the next generation of leaders from within the organization.
- Fostering a culture of “yes” and innovation; e.g., *launching an annual Health System Innovation Competition*.
- Enhancing and expanding human resource services aimed at optimizing recruitment and retention, and cultivating a workplace of choice.
- Investing in our physician, nursing, and interprofessional talent along every career stage.
- Continuing to achieve American Nurses Credentialing Center’s Magnet designation (or “Pathway to Excellence” as appropriate by site).

Community Engagement and Health Equity

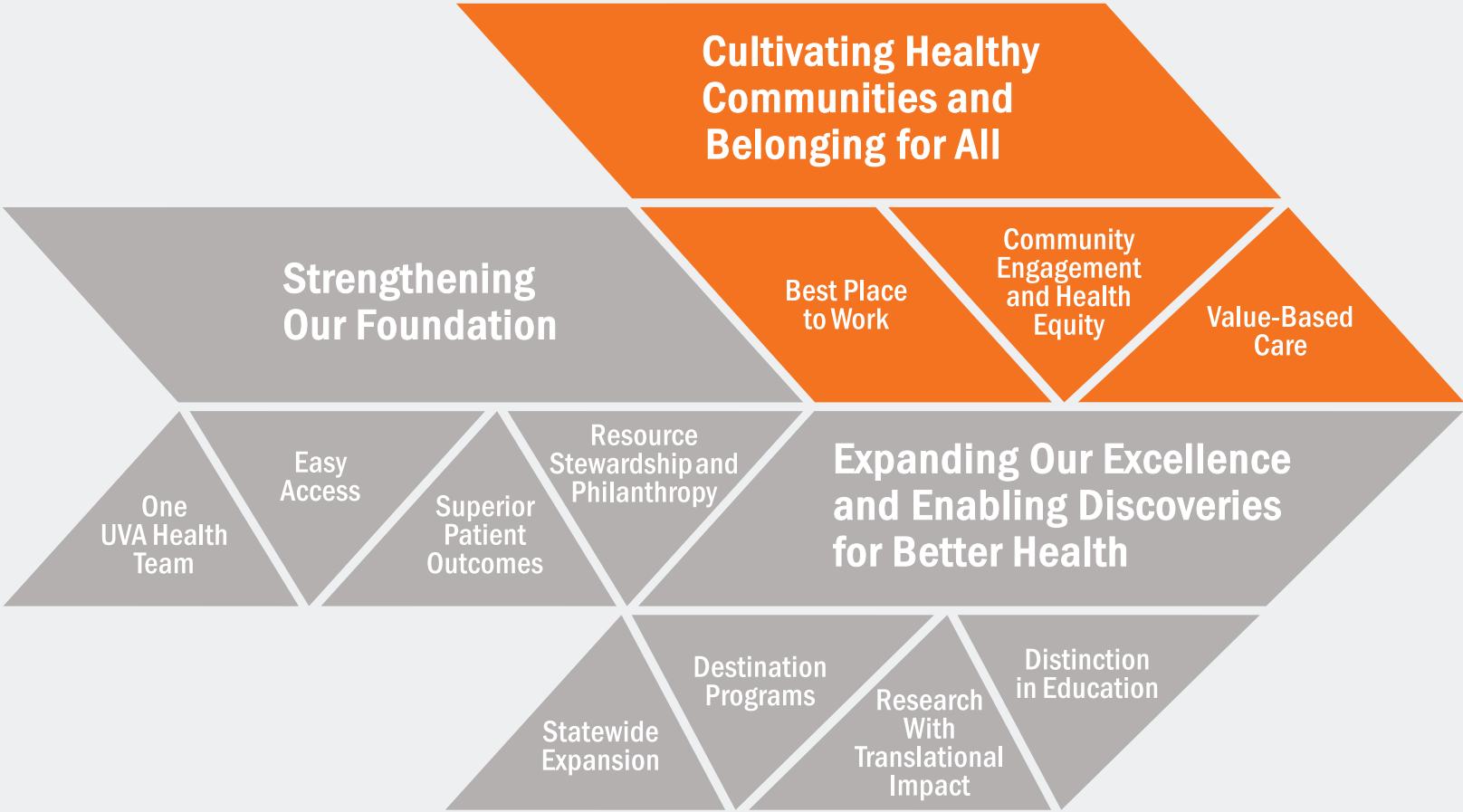
We have a long-standing relationship with the communities we serve and seek to deepen our engagement and dialogue to collaboratively address their most pressing health needs. Illustrative key activities include:

- Creating a workforce that resembles the communities we serve.
- Opening new community-based neighborhood clinics and outreach sites that address our community’s needs.
- Expanding workforce programs to increase UVA Health recruitment from our communities, and foster equity and upward mobility; e.g., “*Earn While You Learn*.”

Value-Based Care

We will position UVA Health to be a regional leader in the transition from fee-for-service to value-based care beginning by improving the health and well-being of our workforce. Illustrative key activities include:

- Supporting our team members by encouraging healthy lives that enhance well-being and developing tailored options for UVA employees to enhance access to care.
- Expanding primary care across UVA Health’s service area to enhance access (both in person and virtually).
- Creating an infrastructure focused on population health that advances our clinical performance in value-based care models and our scholarship in the public health sciences.



STRENGTHENING OUR FOUNDATION

One UVA Health Team

We will work as one UVA Health team by becoming a more integrated and aligned health system; (i.e., *breaking down silos*) in order to optimize our efficiency across all entities, and, thus, more fully achieve our missions to heal, to teach, and to discover. Illustrative key activities include:

- Aligning the clinical and academic *research and education* missions of the institution.
- Achieving economies of scale and ensuring a consistent patient experience by centralizing duplicative services; e.g., *revenue cycle and contracting*.
- Successfully integrating UVA Culpeper Medical Center, UVA Haymarket Medical Center, UVA Prince William Medical Center, and associated ambulatory operations onto UVA Health's enterprise infrastructure to ensure a seamless care experience for patients and providers across all locations.

Easy Access

We will radically improve patient access (*both in person and virtual care*) and enhance the patient experience across all stages of the care journey. Illustrative key activities include:

- Modernizing our ambulatory and IP patient progression operations/ processes to enhance access and ensure a seamless patient experience.
- Opening new ambulatory sites of care and recruiting more providers to enable the right care, in the right place, at the right time.
- Strengthening our nursing and allied health professional workforce, including establishing a "Center for Advanced Practice."
- Enhancing our "digital front door" capabilities to facilitate easier self-service patient experiences and to reduce administrative burden on our care teams.

Superior Patient Outcomes

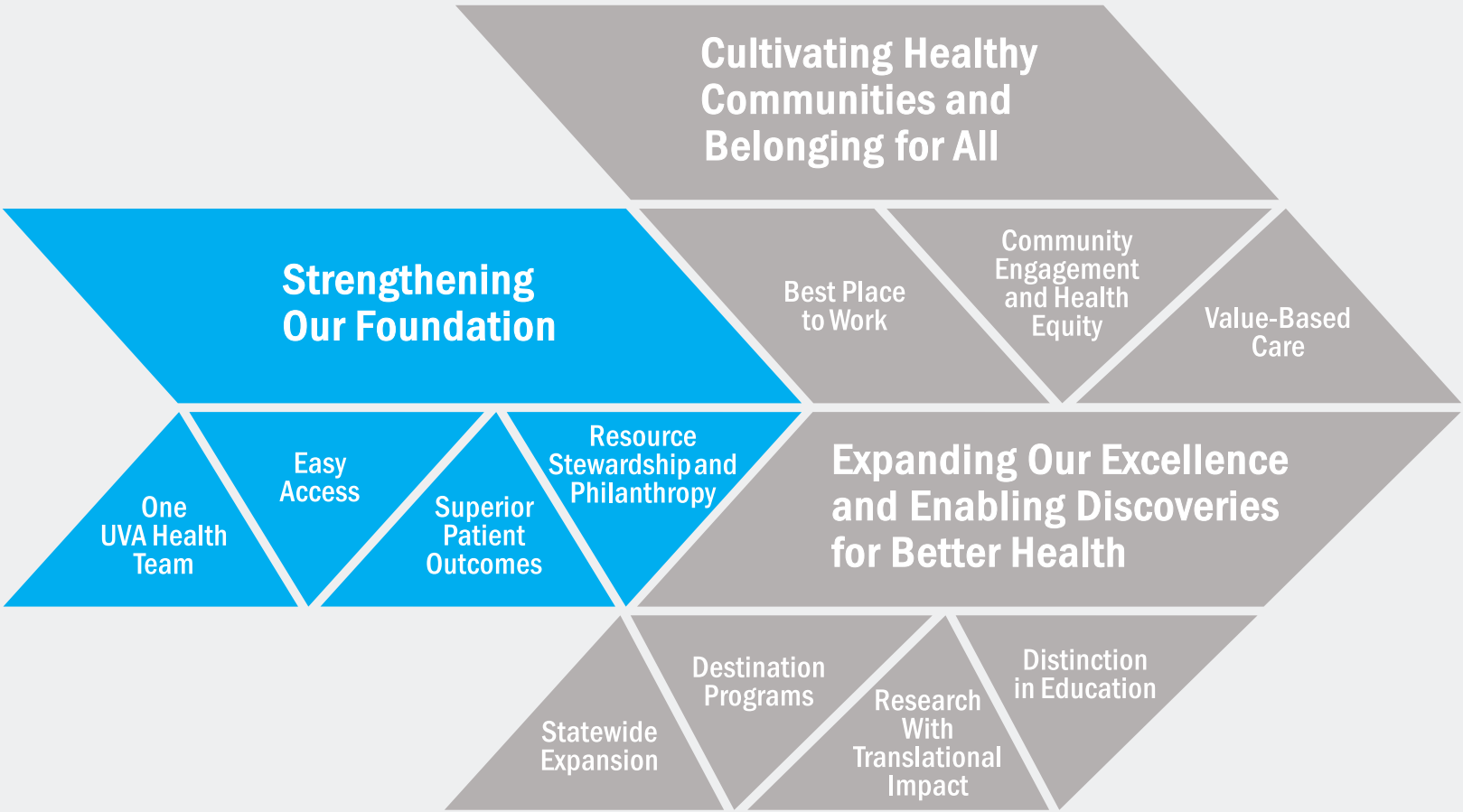
We will lead in the delivery of safe, high-quality, and patient-centered care. Illustrative key activities include:

- Fortifying a quality and safety infrastructure that enables consistent measurement and achievement of our quality scorecard targets.
- Enhancing coding efforts across UVA Health to assure that we understand the risk profile of each of our patients.
- Implementing additional clinical pathways to reduce unwarranted variation in care.

Resource Stewardship and Philanthropy

We will be a responsible steward of our resources; (e.g., *operations, research, and government/state funds*) across all missions and will concurrently bolster the pursuit of transformational philanthropic gifts to help fund our strategic ambitions. Illustrative key activities include:

- Continuously improving efficiency and effectiveness to both enhance patient affordability and to fund our strategy.
- Investing in digital innovation to find new and creative solutions to solve complex challenges.
- Significantly expanding donor funding from grateful patients, alumni, friends, foundations, and industry.



EXPANDING OUR EXCELLENCE AND ENABLING DISCOVERIES FOR BETTER HEALTH

Statewide Expansion

We will create a statewide (and eventually multi-state) UVA Health Network in order to enhance our ability to deliver care closer to home for all Virginians with complex health conditions. Illustrative key activities include:

- Building a network that will broaden our statewide footprint through strategic relationships with like-minded organizations.
- Growing tertiary and quaternary care capacity to meet the needs of the most complex patients statewide and beyond.
- Launching a clinically integrated network (CIN).
- Expanding upon our multistate research and education collaborations.

Destination Programs

We will invest in our distinctive areas of expertise and expand UVA Health's preeminence statewide, nationally, and around the world. Illustrative key activities include:

- Recruiting, retaining, and nurturing world-class faculty members to lead and build nationally ranked destination clinical and research programs.
- Developing ambitious strategies to grow our service lines and major clinical programs.
- Raising UVA Health's reputation and brand awareness statewide and elevating our national and international profile.

Research with Translational Impact

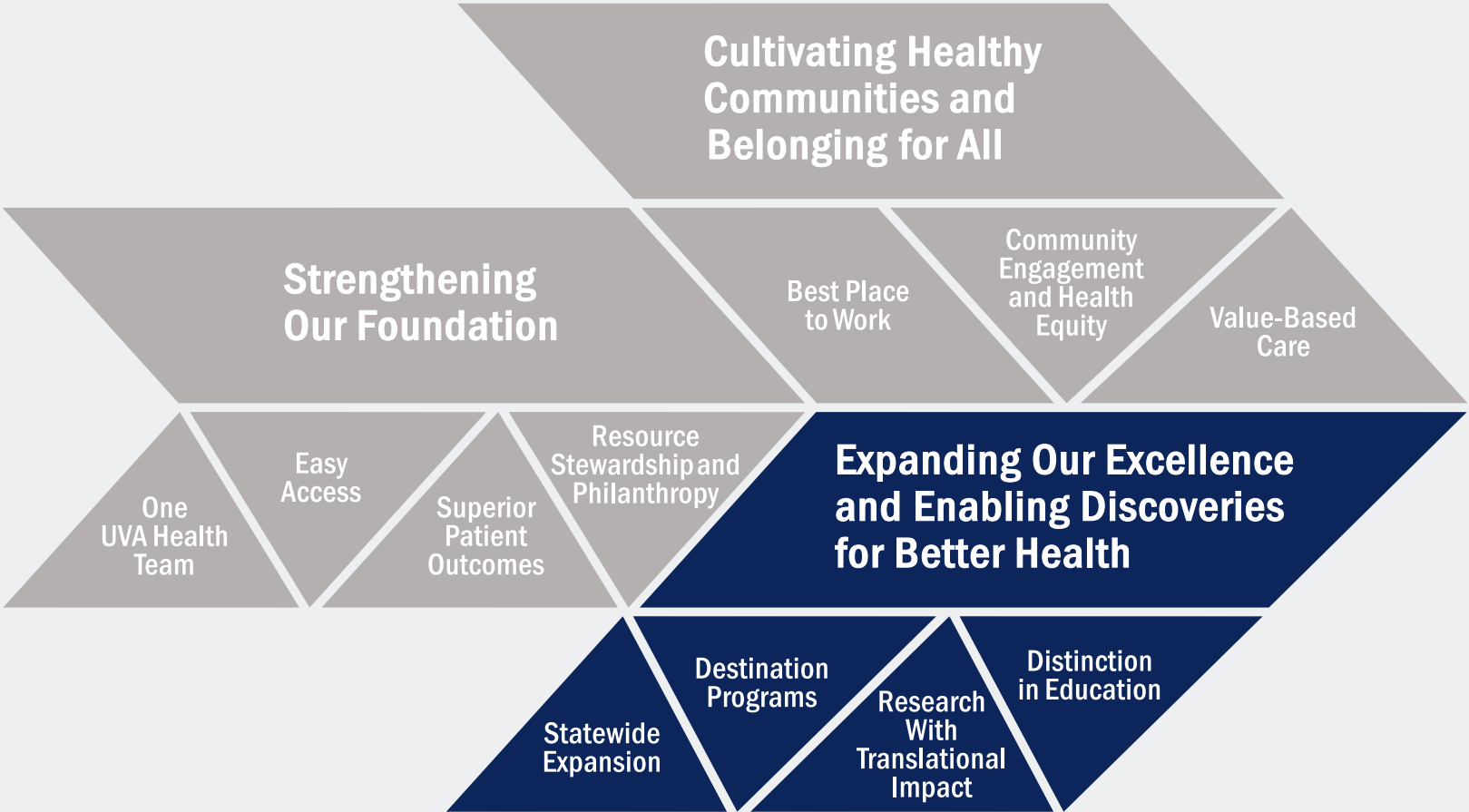
We will strengthen UVA Health's research enterprise as a hub for scientific discovery and its translation to clinical care. Illustrative key activities include:

- Creating a new research facility and program focused on biotechnology and translational clinical care.
- Expanding our nationally distinctive research programs by recruiting over 100 net new physicians and scientists.
- Significantly expand access to clinical trials with the creation of a statewide clinical trials network.

Distinction in Education

We will prepare the next generation of health sciences professionals by strengthening and expanding our world-class educational programs. Illustrative key activities include:

- Supporting our educators in the achievement of excellence and rewarding outstanding performance.
- Continuing to bolster efforts to achieve or exceed national benchmarks for diversity across all educational programs.
- Developing allied health programs to build pathways for creating a stable workforce.
- Renew and expand NIH T-32 training programs; e.g., global biothreats training grant, basic CV research training grant, etc.

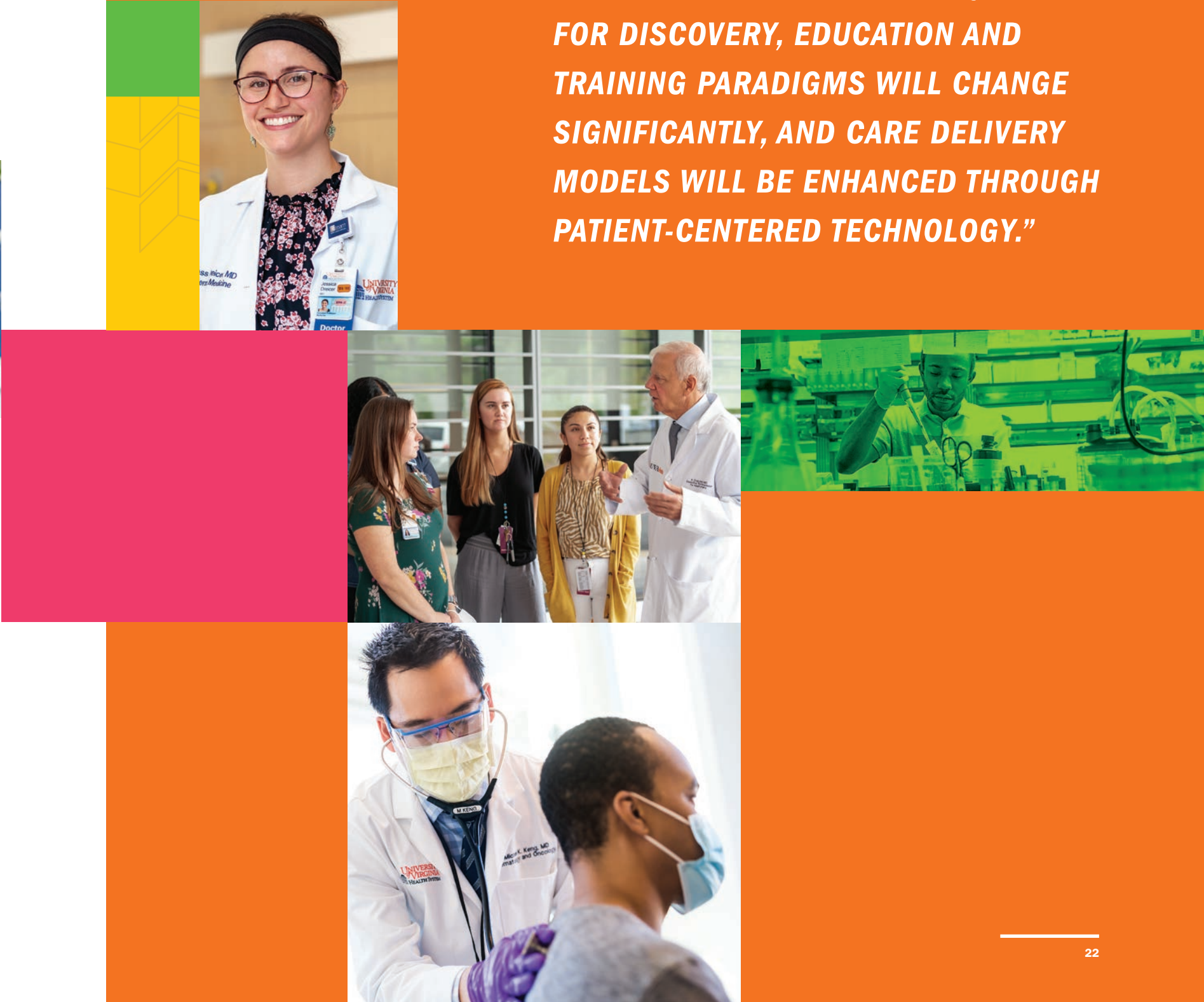


CHANGING PARADIGMS



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PATIENTS IN 2032 WILL BE TREATED WITH AN ENTIRELY NEW COMPENDIUM OF THERAPIES, RESEARCHERS WILL LEVERAGE NEW TECHNIQUES FOR DISCOVERY, EDUCATION AND TRAINING PARADIGMS WILL CHANGE SIGNIFICANTLY, AND CARE DELIVERY MODELS WILL BE ENHANCED THROUGH PATIENT-CENTERED TECHNOLOGY.”



HEALTH AND HOPE FOR ALL

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Importantly, UVA Health’s strategic plan is an extension of the University’s Great and Good 2030 Strategic Plan.”

An extension of the University’s 2030 Strategic Plan, UVA Health is committed to being both Great and Good. UVA Health’s strategic plan represents an extension of the University’s Great and Good plan.

As such, UVA Health’s strategic goals and initiatives are aligned but tailored for the health system context. Our linked strategic planning efforts have fostered significant alignment of our strategies. Progress and success in one strategy directly reinforce and strengthen the other.

UVA’s Great and Good Strategic Plan Goals

- Strengthen Our Foundation
- Cultivate the Most Vibrant Community in Higher Education
- Make UVA Synonymous With Service
- Enable Discoveries That Enrich and Improve Lives

Health and Hope for All Strategic Plan Goals

- Strengthen Our Foundation
- Cultivate Healthy Communities and Belonging for All
- Expand Our Excellence and Enable Discoveries for Better Health

LOOKING TO THE FUTURE

ACADEMIC HEALTH SYSTEMS ARE THE BACKBONE OF HEALTH AND HEALTHCARE INNOVATION IN THE UNITED STATES.

The decade ahead poses a combination of opportunities and challenges that will call upon us all to reimagine and innovate across clinical care as well as all of our missions. It is incumbent on UVA Health to take full advantage of the tremendous advances in emerging technologies such as artificial intelligence, robotic process automation, remote patient monitoring, virtual health, and even ideas and technologies that have not yet been imagined.

This innovation presents an incredible opportunity to both create new care models that benefit our patients and improve the lives of our team members. Innovation will also be essential to successfully navigate significant challenges like the national workforce shortages, rising demand for services driven by the aging baby boomer population, and a rapidly evolving competitive landscape that includes a new set of nontraditional “disruptors” entering the healthcare industry.

Working as one unified system, UVA Health is entering this era with exceptional strength and distinct differentiation that will lead us to continued success in the future. In the face of demographic changes and a highly competitive workforce environment, it will be essential for UVA Health to be a destination for talent. Our continued success will be fueled by extraordinary people, committed to our mission, who serve our patients, their families, and our community.



“It is incumbent on UVA Health to take full advantage of the tremendous advances in emerging technologies such as artificial intelligence, robotic process automation, remote patient monitoring, virtual health, and even ideas and technologies that have not yet been imagined.”

“
Our strategic plan recognizes the transformative potential of a fully integrated academic health system and provides a blueprint to achieve our vision.”

Jason C. Lineen

ACKNOWLEDGMENTS

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Manager; Patient Relations and Hospital Services

Jose Javier Provencio, MD

Louis Nerancy Professor in Neurology, Medical Director of the Nerancy Neuroscience ICU, Division Head, Hospital Medicine, Department of Neurology

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Director; Health Sciences Library

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EDUCATION

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(Committee Co-Chair) Associate Professor, Medicine; Endocrinology and Metabolism; Associate Dean, Graduate Medical Education

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Chief Resident; Surgery

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Director; Nursing Professional Development

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Assistant Professor, Pediatrics; General Pediatrics

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Clinical Professor of Nursing; Associate Professor, Pediatrics; Co-Director, Center for Interprofessional Collaborations; Director, Center for Appreciative Practice

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Director; Nursing Professional Practice and Magnet Program

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Associate Professor; Microbiology, Immunology, and Cancer Biology

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Senior Associate Dean for Education; Professor of Pediatrics

Minhaj Khaja, MD

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Associate Professor, Pathology, General Pathology

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Director; Center of Nursing Excellence

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Andrew Parsons, MD

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Student; School of Nursing

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Associate Professor, Medicine; Gastroenterology and Hepatology

Ryan Smith, MD

Associate Professor, Urology, Male Reproductive Medicine and Surgery

Curt Tribble, MD

Professor, Surgery; Thoracic and Cardiovascular Surgery

Brian Uthlaut, MD

Associate Professor, Medicine; Internal Medicine

Katie Webb, MD

Candidate, UVA SOM

Malinda Lee Whitlow, DNP, RN, FNP-BC

Associate Professor, Nursing; RN-BSN Program Director

Dan Wilson

Associate Director for Collection Management and Access Services

Mary Kate Worden, PhD

Associate Professor of Medical Education; Director of Curriculum Integration and Development, SOM

RESEARCH

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(Committee Co-Chair)
Harrison Distinguished Professor, Neurology; Associate Vice President, Clinical and Translational Research

Harry Sontheimer, PhD

(Committee Co-Chair)
Professor and Chair; Neuroscience

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Professor, Public Health Sciences; Associate Director, Population Sciences; Co-Leader for Cancer Control and Population Health Research

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Pediatrics, Developmental Pediatrics

Hui Li, PhD

Associate Professor; Pathology

Madhav Marathe

Division Director, NSSAC Distinguished Professor in Biocomplexity, Biocomplexity Institute and Initiative; Professor, Dept. of Computer Science

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Assistant Professor; Nursing

Max Meneveau, MD

PGY3 - Surgery

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Professor; Biomedical Engineering

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Sham Singh, PhD, MD

Candidate; UVA SOM

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STRATEGY

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