



THE RECTOR AND VISITORS OF THE
UNIVERSITY OF VIRGINIA

March 3, 2022

MEMORANDUM

TO: The Health System Board:

Committee Members:

L. D. Britt, M.D., Chair
Babur B. Lateef, M.D., Vice Chair
Robert M. Blue
Whittington W. Clement

James B. Murray Jr.
James V. Reyes
A. Bobby Chhabra, M.D., Faculty
Consulting Representative

Public Members:

Kenneth B. Botsford, M.D.
William G. Crutchfield Jr.

Victoria D. Harker
Thomas A. Scully

Ex Officio Advisory Members:

James E. Ryan
Ian B. Baucom
Pamela F. Cipriano
Jennifer Wagner Davis

Wendy M. Horton
Melina R. Kibbe, M.D.
K. Craig Kent, M.D.
Scott A. Syverud, M.D.

and

The Remaining Members of the Board of Visitors:

Mark T. Bowles
Carlos M. Brown
Frank M. Conner III
Elizabeth M. Cranwell
Thomas A. DePasquale
Barbara J. Fried

Louis S. Haddad
Robert D. Hardie
Angela Hucles Mangano
L.F. Payne
Joel W. Hockensmith, Faculty Rep
Sarita Mehta, Student Rep

FROM: Susan G. Harris

SUBJECT: Minutes of the Meeting of the Health System Board on March 3, 2022

The Health System Board met, in Open Session, at 8:00 a.m., on Thursday, March 3, 2022. Dr. L.D. Britt, Chair, presided.

Committee Members present: Babur B. Lateef, M.D., Robert M. Blue, Whittington W. Clement, James B. Murray Jr., James V. Reyes, Abhinav B. Chhabra, M.D., Kenneth B. Botsford, M.D., William G.

Crutchfield Jr., Victoria D. Harker, Thomas A. Scully, James E. Ryan, Ian B. Baucom, Pamela F. Cipriano, Jennifer Wagner Davis, Wendy M. Horton, K. Craig Kent, M.D., Melina R. Kibbe, M.D., and Scott A. Syverud, M.D.

Carlos M. Brown, Thomas A. DePasquale, Robert D. Hardie, L.F. Payne, and Sarita Mehta also were present.

Present as well were Reid B. Adams, M.D., Lisa Badeau, Melody S. Bianchetto, Susan G. Harris, Hanna Kenyon, Megan K. Lowe, Mark M. Luellen, David W. Martel, Clark L. Murray, Debra D. Rinker, Margot M. Rogers, Carolyn D. Saint, Jennifer W. Siciliano, Eric Swensen, Margaret Clark Tracci, M.D., and Jasmine H. Yoon.

Presenters were: John C. Bennett, Jason Lineen, Douglas E. Lischke, and Mary Francis Southerland

Opening Remarks from the Chair

Dr. Britt turned the meeting over to Dr. Kent to proceed with the agenda.

Opening Remarks from the Executive Vice President for Health Affairs

Dr. Kent reviewed the agenda and thanked former provost Elizabeth Magill for her service to the Health System Board. He said they value the many contributions she made. He also introduced the new provost, Ian Baucom. He updated the committee on the searches in progress, including the dean of Nursing and five chair searches in the School of Medicine. School of Medicine Dean Melina Kibbe, M.D., introduced the new chair of Obstetrics and Gynecology, Dr. Paola Gehrig, and Dr. Gehrig provided brief remarks.

Following Dr. Gehrig's remarks, Dr. Kent gave a very brief report on COVID-19 numbers and the opening of the Orthopedic Center. Director of the Center, Dr. Chhabra, reported on a successful opening and gave an overview of the services provided by the Center.

Vision for the School of Medicine

Dr. Kibbe said she was asked to give her vision for the School of Medicine after less than six months on the job. She said they are in the midst of developing a strategic plan and so she was reluctant to provide more than a high-level preview. She said they have a commitment to four missions: education, clinical medicine, research, and community. Questions remain about why we exist and how we can work together to achieve the four missions.

Transforming health and inspiring hope for all Virginians and beyond is why the Health System exists. They aspire to create a culture of excellence, engagement, and trust through accountability, stewardship, professionalism, integrity, respect, and equity, diversity, and inclusion (ASPIRE). She reviewed the new guiding principles—all the prelude to the vision for the School of Medicine.

Dr. Kibbe reviewed the structure of the clinical enterprise and said they want to be a destination for clinical programs that delivers outstanding care to the patients they serve.

On research, there is \$235M in total research funding and an NIH rating of 42, which is the lowest ranking the School of Medicine has ever had. She said they will restore the research

program to where it was previously, partly by increasing investigators by 200 over the next 10 years and doubling the grants. They will need a new, large research building to house these researchers. Although UVA does important and impactful research, they are a small shop. They aspire to conduct innovative and impactful research that advances science and improves the health of all people.

On education, they want to have the best educational programs that attract learners from all over the country. The rankings are high now, with 15 ACGME programs ranked in the Doximity top 50.

Dr. Kibbe gave some statistics on faculty numbers. She said they want to continue to invest in the career development and well-being of the faculty, including maintaining a healthy workplace environment that supports professionalism, respect, and individual well-being.

On diversity, equity, and inclusion, the School is doing well on the number of female faculty and over half of the medical students are female, well above average. The School is low on the underrepresented minority faculty, but above average regarding medical students, with 25% of medical students reporting they are from underrepresented minority populations. All results in a U.S. News ranking of #39 for Most Diverse Medical School. They want to recruit and retain a diverse workforce that reflects the community they serve.

The community initiatives will focus on engaging and actively collaborating with the community to ensure that the School is serving its needs.

All of the areas together result in a ranking by U.S. News of #31 among Best Medical Schools.

Dr. Kibbe explained their process in developing goals for every department and center and showed score cards for the departments in completing their goals. She said they are entering a growth phase to achieve their goals. The “roadmap to success” will be the 2022 strategic plan.

Closed Session

At 8:50 a.m., the committee went into closed session upon the following motion made by Mr. Scully, duly seconded, and approved.

- “Mr. Chair, I respectfully move the Health System Board into closed meeting to discuss proprietary, business-related information about the operations of the Medical Center, the School of Medicine, and the School of Nursing, where disclosure at this time would adversely affect the competitive position of the Medical Center, the School of Medicine, or the School of Nursing, specifically:
 - Strategic personnel recruitment and retention, financial, investment, facility needs, market considerations, growth initiatives, partnerships, and other resource considerations and efforts in light of market and regulatory changes for the Health System and expected impact for FY 2022, including proprietary information related to COVID-19; all of which further the strategic initiatives of the Medical Center, the

- School of Medicine, and the School of Nursing and include employee performance and other proprietary metrics;
- Confidential information and data related to the adequacy and quality of professional services, competency, and qualifications for professional staff privileges, and patient safety in clinical care, to improve patient care for the Medical Center;
 - Consultation with legal counsel regarding compliance with relevant federal and state legal requirements and legislative and accreditation standards, all of which will involve proprietary business information and evaluation of the performance of specific personnel.
 - The relevant exemptions to the Virginia Freedom of Information Act authorizing the discussion and consultation described above are provided for in Sections 2.2-3711(A)(1), (6), (8), and (22) of the Code of Virginia. The meeting of the Health System Board is further privileged under Section 8.01-581.17 of the Code of Virginia.”

At 11:44 a.m., the committee concluded closed session and upon the following motion certified that the closed session included only matters identified in the motion authorizing closed session and lawfully exempted from open meeting requirements. The motion was made by Mr. Scully and duly seconded and approved by roll call vote.

Voting in the affirmative:

L.D. Britt, M.D.

Babur B. Lateef, M.D.

Whittington W. Clement

James B. Murray Jr.

Abhinav B. Chhabra, M.D.

Ian B. Baucom

Kenneth B. Botsford, M.D.

William G. Crutchfield Jr.

Victoria D. Harker

Thomas A. Scully

Pamela M. Cipriano

Jennifer Wagner Davis

Wendy M. Horton

K. Craig Kent, M.D.

Melina R. Kibbe, M.D.

James E. Ryan

Scott A. Syverud, M.D.

Motion:

“Mr. Rector, I move that we vote on and record our certification that, to the best of each Board member’s knowledge, only public business matters lawfully exempted from open meeting requirements and which were identified in the motion authorizing the closed session, were heard, discussed or considered in closed session.”

Health System Consolidated Financials Fiscal Year 2022 Finance Report

Mr. Lischke gave a very brief summary of the written report that was provided in the advance materials. The full report is reproduced here:

FINANCE REPORT

Overall, despite the pandemic, UVA Health's operating income is favorable to budget for the six months ended December 31, 2021.

	Operating Income			Operating Margin		
	<u>Actual</u>	<u>Budget</u>	<u>Pr Year</u>	<u>Actual</u>	<u>Budget</u>	<u>Pr Year</u>
Medical Center	47.7	41.6	24.6	4.5%	4.1%	2.7%
Community Health	(2.6)	(5.1)		-1.1%	-2.4%	
UPG - SOM Clinical	17.3	(6.1)	(1.2)	6.3%	-2.3%	-0.5%
SOM Academic	8.8	0.5	(2.7)	3.3%	0.2%	-1.2%
SON Academic	1.1	(0.1)	3.5	6.8%	-0.6%	26.8%
Health Sciences Library	(0.3)	(0.7)	(0.4)	-8.8%	-25.1%	-13.6%
Health System Support/Transfers	(20.7)	(20.5)	(20.8)			
UVA Health	51.3	9.6	3.0	2.9%	0.6%	0.2%

UVA Medical Center

Through the second quarter of FY2022, the operating income was \$47.7M, resulting in a 4.5% operating margin and yielding a \$6.1M favorable budget variance. Favorable net revenue was driven by high inpatient acuity, strong ambulatory volumes, and growth in outpatient pharmacy business. The all payer case mix was 2.38 and exceeded budget by 5.3%. The operating margin is supported by imaging, dialysis, the transitional care hospital, home health and the management of shared services expenses. Fiscal year to date, December 31, 2021, the Medical Center generated \$98.6M in cash from operations (EBITDA) after transfers and cash reserves totaled 234 days, which was bolstered by Federal Loan funds of \$113.3M as well as strong investment returns. Excluding this \$113.3M, which must be repaid, cash reserves totaled 208 days. Total expenses adjusted for volume and acuity were 2.5% unfavorable to budget, driven by inflation and labor challenges.

Total paid employees, including contracted employees, were 273 under budget. Contract labor is composed primarily of nurse travelers and individuals employed by the School of Medicine and contracted to the Medical Center. The Medical Center utilized 342 nurse travelers.

	<u>FY2022</u>	<u>2022 Budget</u>
Employee FTEs	8,276	8,919
Contract Labor FTEs	484	113
Salary, Wage and Benefit Cost / FTE	\$93,797	\$90,174
Total FTEs	8,760	9,032

UVA Community Health

Through the second quarter of FY2022, the operating loss for all business units was \$2.6M, resulting in a -1.1% operating margin and yielding a \$2.5M favorable budget variance. Outpatient volumes were strong, with emergency room volumes 17% favorable to budget and adjusted discharges 7% ahead of budget. Discharges were lower than budget by 7%. Salaries were unfavorable to budget as national staffing shortages necessitated additional compensation for difficult to recruit positions and high-cost agency staffing.

Transitional Care Hospital

Through the second quarter of FY2022, the operating loss for the TCH was \$1.9M, yielding a favorable budget variance of \$0.7M. Staffing challenges related to COVID-19 issues caused a reduction in capacity and negatively impacted admissions and discharges. TCH admitted 79 patients, and 63% of those were from the Medical Center. The all payer case mix was 1.34, which exceeded budget by 40% and favorably impacted revenue.

UVA Physicians Group

Through the second quarter of FY2022, the Physicians Group (UPG) produced an operating surplus of \$17.3M, which was \$23.4M favorable to budget and \$18.5M favorable to the prior year. Favorable results were driven by higher than planned patient volumes, \$2.8M combined from the CARES Act and the American Rescue Plan, and cost savings from social distancing and remote work. These results include \$18.1M in support towards the Academic Mission.

UVA School of Medicine

Through the second quarter of FY2022, the School of Medicine generated an \$8.8M surplus yielding an \$8.3M favorable variance to budget. This is primarily related to favorable gift revenues and utilization of state funds. The surplus from recurring

operations was \$21.2M, offset by strategic investments of \$12.4M, which is funded by the Dean's reserves.

UVA School of Nursing

The School of Nursing had a favorable overall variance for the six months ended December 31, 2021. Non-personnel expenditures were lower as professional development and activities related to recruitment will occur later in the fiscal year. Salary expenditures are slightly above budget due to the heavy instructional volume in Fall '21, but this should equalize during the spring semester along with some positive variance from unfilled faculty and staff vacancies.

University of Virginia Medical Center Income Statement (Dollars in Millions)				
Description	Most Recent Three Fiscal Years			Budget/Target
	Dec-19	Dec-20	Dec-21	Dec-21
Net patient revenue	\$876.8	\$891.4	\$1,258.8	\$1,186.0
Other revenue	<u>27.1</u>	<u>32.6</u>	<u>39.2</u>	<u>35.8</u>
Total operating revenue	<u>\$904.0</u>	<u>\$924.0</u>	<u>\$1,298.0</u>	<u>\$1,221.8</u>
Operating expenses	817.3	829.0	1,164.3	1,089.4
Depreciation	52.8	61.7	76.2	78.1
Interest expense	<u>9.3</u>	<u>8.7</u>	<u>12.4</u>	<u>17.8</u>
Total operating expenses	<u>\$879.3</u>	<u>\$899.4</u>	<u>\$1,252.9</u>	<u>\$1,185.3</u>
Operating income (loss)	<u>\$24.7</u>	<u>\$24.6</u>	<u>\$45.1</u>	<u>\$36.5</u>
Non-operating income (loss)	<u>\$1.8</u>	<u>\$231.2</u>	<u>\$58.6</u>	<u>\$25.8</u>
Net income (loss)	<u>\$26.5</u>	<u>\$255.8</u>	<u>\$103.7</u>	<u>\$62.2</u>
Principal payment	\$10.3	\$10.9	\$10.8	\$10.8

University of Virginia Medical Center
Balance Sheet
(Dollars in Millions)

Description	Most Recent Three Fiscal Years		
	Dec-19	Dec-20	Dec-21
Assets			
Operating cash and investments	\$27.6	\$290.2	\$257.9
Patient accounts receivables	257.5	235.8	353.0
Property, plant and equipment	1,304.5	1,365.4	1,634.0
Depreciation reserve and other investments	459.1	500.5	526.3
Endowment Funds	701.0	797.6	977.2
Other assets	272.8	299.5	442.1
Total Assets	<u>\$3,022.6</u>	<u>\$3,489.0</u>	<u>\$4,190.7</u>
Liabilities			
Current portion long-term debt	\$15.9	\$15.7	\$19.9
Accounts payable & other liab	135.3	114.4	204.4
Long-term debt	758.4	740.8	896.7
Accrued leave and other LT liab	366.3	587.8	584.1
Total Liabilities	<u>\$1,275.9</u>	<u>\$1,458.7</u>	<u>\$1,705.1</u>
Fund Balance	<u>\$1,746.7</u>	<u>\$2,030.3</u>	<u>\$2,485.5</u>
Total Liabilities & Fund Balance	<u>\$3,022.6</u>	<u>\$3,489.0</u>	<u>\$4,190.7</u>

University of Virginia Medical Center
Financial Ratios

Description	Most Recent Three Fiscal Years			Budget/Target
	Dec-19	Dec-20	Dec-21	Dec-21
Operating margin (%)	2.7%	2.7%	3.5%	3.0%
Current ratio (x)	1.9	4.0	2.7	2.0
Days cash on hand (days)	206	291	234	190
Gross accounts receivable (days)	51.5	50.2	46.5	50.0
Annual debt service coverage (x)	4.5	16.7	8.3	3.6
Debt-to-capitalization (%)	32.2%	28.5%	28.3%	34.0%
Capital expense (%)	7.1%	7.8%	7.1%	8.1%

University of Virginia Medical Center
Operating Statistics

Description	Most Recent Three Fiscal Years			Budget/Target
	Dec-19	Dec-20	Dec-21	
Acute Discharges	14,113	13,181	13,082	14,372
Patient days	96,960	96,873	97,829	102,608
Observation Billed Encounters - MC only	2,652	2,794	3,047	2,669
All Payor CMI Adj Avg Length of Stay - MC only	3.04	3.08	3.10	3.01
OP Billed Encounters	416,067	412,556	457,102	404,661
ER Billed Encounters	22,913	17,778	20,838	17,987
All Payor CMI - MC Only	2.16	2.31	2.38	2.26
FTE's (including contract labor)	8,965	8,683	8,760	9,032

Operating Statistics exclude UVA Community Health

University of Virginia Medical Center
SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES
 Fiscal Year to Date December 31, 2021 with Comparative Figures for Prior Fiscal Year

OPERATING STATISTICAL MEASURES				
DISCHARGES and CASE MIX - Year to Date		OTHER INSTITUTIONAL MEASURES - Year to Date		
	Actual	Budget	% Variance	Prior Year
DISCHARGES				
Medical Center	12,997	14,213	(8.6%)	13,072
Transitional Care	85	159	(46.5%)	109
Community Health	7,151	7,494	(4.6%)	6,962
Total Discharges	20,233	21,866	(7.5%)	20,143
Adjusted Discharges - MC	31,214	32,156	(2.9%)	30,069
Adjusted Discharges - CH	21,195	20,246	4.7%	19,296
Total Adjusted Discharges	40,895	41,871	(2.3%)	45,951
CASE MIX INDEX				
All Payor CMI - UVA Hosp & Clinics	2.38	2.26	5.3%	2.31
All Payor CMI - CH	1.46	1.35	8.1%	1.46
OUTPATIENT BILLED ENCOUNTERS				
Medical Center	457,102	404,661	13.0%	412,556
Community Health	125,806	128,212	(1.9%)	117,330
Emergency Room - MC	20,838	17,987	15.9%	17,778
Emergency Room - CH	53,719	45,692	17.6%	41,271
ACUTE INPATIENTS				
Inpatient Days - MC	95,725	96,648	(1.0%)	93,153
Inpatient Days - CH	27,438	28,987	(5.3%)	28,987
All Payor CMI Adjusted ALOS - MC	3.10	3.01	(3.0%)	3.08
All Payor CMI Adjusted ALOS - CH	2.63	2.87	8.4%	2.87
Average Daily Census - MC	520	525	(1.0%)	506
Average Daily Census - CH	149	158	(5.7%)	158
Births - MC	1,143	1,001	14.2%	1,021
Births - CH	1,368	1,201	13.9%	1,201
SURGICAL CASES				
UVA Main Hospital Operating Room	9,356	9,622	(2.8%)	9,216
Battle	5,723	6,188	(7.5%)	6,570
Monticello Surgery Center	3,527	3,000	17.6%	3,000
Community Health	3,911	3,876	0.9%	3,647
Total	22,517	22,686	(0.7%)	19,433
REVENUES and EXPENSES - Year to Date	OPERATING FINANCIAL MEASURES			
	Actual	Budget	% Variance	Prior Year
(\$s in thousands)				
NET REVENUES				
Net Patient Service Revenue	\$1,258,841	\$1,185,999	6.1%	\$891,365
Other Operating Revenue	39,176	35,818	9.4%	32,600
Total	\$1,298,017	\$1,221,817	6.2%	\$923,965
EXPENSES				
Salaries, Wages & Contract Labor	\$561,697	\$517,514	(8.5%)	\$394,137
Supplies	347,325	307,588	(12.9%)	256,839
Contracts & Purchased Services	255,268	264,315	3.4%	177,976
Depreciation	76,198	78,087	2.4%	61,697
Interest Expense	12,421	17,820	30.3%	8,728
Total	\$1,252,909	\$1,185,324	(5.7%)	\$899,378
Operating Income	\$45,107	\$36,493	23.6%	\$24,587
Operating Margin %	3.5%	3.0%		2.7%
	OTHER INSTITUTIONAL MEASURES - Year to Date			
	Actual	Budget	% Variance	Prior Year
(\$s in thousands)				
NET REVENUE BY PAYOR				
Medicare	\$350,864	\$331,329	5.9%	\$248,977
Medicaid	217,841	199,953	8.9%	188,729
Commercial Insurance	145,613	143,340	1.6%	140,384
Anthem	284,690	276,179	3.1%	193,583
Aetna	97,594	87,402	11.7%	68,555
Other	162,239	147,796	9.8%	51,137
Total Paying Patient Revenue	\$1,258,841	\$1,185,999	6.1%	\$891,365
	<small>excludes UVACH</small>			
OTHER				
Collection % of Gross Billings	28.3%	27.2%	3.9%	27.0%
Days of Revenue in Receivables (Gross)	46.5	50.0	7.0%	50.2
CMI Adjusted Cost per Adjusted Discharge	\$12,090	\$14,603	17.2%	\$9,732
Total F.T.E.'s (including Contract Labor)	10,853	11,280	3.8%	10,627
F.T.E.'s Per CMI Adjusted Discharge	23.8	25.6	6.9%	21.2

University of Virginia Medical Center
SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES
Fiscal Year to Date December 31, 2021 with Comparative Figures for Prior Fiscal Year

Assumptions - Operating Statistical Measures

Discharges and Case Mix Assumptions

Discharges include all admissions except normal newborns
TCH cases are those discharged from the TCH, excluding any Medicare interrupted stays
Observations are for billed encounters only
Case Mix Index for All Acute Inpatients is All Payor Case Mix Index from Stat Report

Other Institutional Measures Assumptions

Patient Days, ALOS and ADC figures include all patients except normal newborns
Surgical Cases are the number of patients/cases, regardless of the number of procedures performed on that patient

Assumptions - Operating Financial Measures

Revenues and Expenses Assumptions:

Medicaid out of state is included in Medicaid
Medicaid HMOs are included in Medicaid
Physician portion of DSH is included in Other
Non-recurring revenue is included

Other Institutional Measures Assumptions

Collection % of Gross Billings includes appropriations
Days of Revenue in Receivables (Gross) is the BOV definition
Cost per CMI Adjusted Discharge uses All Payor CMI to adjust

Action Item: Credentialing and Recredentialing Actions

On motion, the committee approved the following credentialing resolutions:

RECOMMENDED CREDENTIALING AND RECREREDENTIALING ACTIONS**1. APPOINTMENTS TO THE CLINICAL STAFF**

RESOLVED, recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Medical Center and Transitional Care Hospital including the granting of specific privileges to the following practitioners are approved:

Jahjah, Jessie, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: February 10, 2022, through February 9, 2023; Privileged in Radiology and Medical Imaging.

Kibbe, Melina, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: January 21, 2022, through January 20, 2023; Privileged in Surgery.

McClure, David, M.D., Ophthalmology in the Department of Ophthalmology; Instructor Staff Status; Period of Appointment: January 26, 2022, through January 25, 2023; Privileged in Ophthalmology.

Murray, Thomas, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: January 31, 2022, through January 30, 2023; Privileged in Medicine.

Parker, James, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: January 18, 2022, through January 17, 2023; Privileged in Radiology and Medical Imaging.

Rastegar, Neda, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: January 18, 2022, through January 17, 2023; Privileged in Radiology and Medical Imaging.

Regis, Catarina, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Appointment: January 17, 2022, through January 16, 2023; Privileged in Medicine.

Ruiz, Phillip, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: February 1, 2022, through January 31, 2023; Privileged in Surgery.

See, Reiner, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Appointment: February 7, 2022, through February 6, 2023; Privileged in Neurology.

Weinshenker, Brian, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Appointment: February 3, 2022, through February 2, 2023; Privileged in Neurology.

Yalamuru, Bhavana, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: January 21, 2022, through January 20, 2023; Privileged in Anesthesiology.

2. REAPPOINTMENTS TO THE CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for reappointment to the Clinical Staff of the University of Virginia Medical Center and Transitional Care Hospital including the granting of specific privileges to the following practitioners are approved:

Bauer, Todd, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Surgery.

Carrott, Philip, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: March 15, 2022, through March 30, 2023; Privileged in Surgery.

Deucher, Allegra, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Obstetrics and Gynecology.

Dirghangi, Arjun, M.D., Ophthalmologist in the Department of Ophthalmology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Ophthalmology.

Engel, Gina, M.D., Physician in the Department of Family Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Family Medicine.

Evans, Avery, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Radiology and Medical Imaging.

Fadul, Camilo, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Neurology.

Foster, Laahn, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Friel, Charles, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Surgery.

Goodman, Linnea, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: March 1, 2022, through May 30, 2024; Privileged in Obstetrics and Gynecology.

Inofuentes, Amber, M.D., Hospitalist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Jackson, Patrick, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Kamal, Jeanne, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Kent, Katherine, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Obstetrics and Gynecology.

Kon, Rachel, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Krish, Sonia, M.D., Neurologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Neurology.

Landen, Charles, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Obstetrics and Gynecology.

Li, Xudong, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Orthopedic Surgery.

McDaniel, Nancy, M.D., Pediatric Cardiologist in the Department of Pediatrics; Administrative Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024.

Masia, Shawn, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Neurology.

Mason, John, M.D., Otolaryngologist in the Department of Otolaryngology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Otolaryngology.

Mehta, Sachin, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Anesthesiology.

Merkel, Richard, M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Psychiatry and Neurobehavioral Sciences.

Ornan, David, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Radiology and Medical Imaging.

Perina, Debra, M.D., Physician in the Department of Emergency Medicine; Honorary Staff Status; Period of Reappointment: October 31, 2021, through July 30, 2024.

Petersen, William, M.D., Pediatric Hematologist Oncologist in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Pediatrics.

Plautz, Claire M., M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Emergency Medicine.

Ramcharitar, Randy, M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Scialla, Julia, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Scott, Christopher, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: March 18, 2022, through April 29, 2024; Privileged in Surgery.

Sheehan, Jason, M.D., Neurosurgeon in the Department of Neurosurgery; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Neurosurgery.

Wiggins, Ryan, M.D., Hospitalist in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Wolf, Andrew, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Medicine.

Yarboro, Leora, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: February 28, 2022, through February 27, 2024; Privileged in Surgery.

3. RESIGNATIONS OF CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Clinical Staff are approved:

Agarwal, Avinash D., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Effective Date of Demise: January 19, 2022.

Conklin, Lori D., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective Date of Retirement: January 24, 2022.

Hassanzadeh, Hamid, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Effective Date of Resignation: January 31, 2022.

Lapides, David A., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Effective Date of Resignation: January 21, 2022.

McLaren, Nancy, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Effective Date of Retirement: December 31, 2021.

Marshall, John C., M.D., Endocrinologist in the Department of Medicine; Attending Staff Status; Effective Date of Retirement: January 24, 2022.

Modesitt, Susan C., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Effective Date of Resignation: February 1, 2022.

Robinson, Bradford, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Effective Date of Resignation: December 31, 2021.

4. NEW PRIVILEGES TO CLINICAL STAFF MEMBER

RESOLVED, the recommendations of the Clinical Staff Executive Committee for new procedural privileges to the following Clinical Staff Member are approved:

Hampton, Elisa, M.D., Pediatrician in the Department of Pediatrics. Additional Privileges for Frenotomy. Effective Date: February 11, 2022 through September 29, 2022.

5. PRIVILEGES FOR NEW ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the granting of privileges to the following Allied Health Professionals are approved:

Emory, Michele, P.A., Physician Assistant in the Department of Surgery; Period of Privileging: February 7, 2022 through February 6, 2023; Privileged as a Physician Assistant.

Fang, Christina, R.N., N.P., Acute Care Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: January 24, 2022 through January 23, 2023; Privileged as an Acute Care Pediatric Nurse Practitioner.

Freeman, Christine, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: February 7, 2022 through February 6, 2023; Privileged as a Certified Registered Nurse Anesthetist.

Haislip, Gina, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Otolaryngology; Period of Privileging: January 23, 2022 through January 22, 2023; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Lazcano, Sarah F., R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: February 7, 2022 through February 6, 2023; Privileged as a Certified Registered Nurse Anesthetist.

Newman, Johanna, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: February 7, 2022 through February 6, 2023; Privileged as a Certified Registered Nurse Anesthetist.

Sproul, John M., P.A., Physician Assistant in the Department of Neurology; Period of Privileging: January 24, 2022 through January 23, 2023; Privileged as a Physician Assistant.

Whelan, Tina, P.A., Physician Assistant in the Department of Medicine; Period of Privileging: January 28, 2022 through November 30, 2023; Privileged as a Physician Assistant.

Wilson, Renee, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Orthopedic Surgery; Period of Privileging: February 20, 2022 through February 19, 2023; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

6. RENEWAL OF PRIVILEGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the renewal of privileges to the following Allied Health Professionals are approved:

Ally, Jenna, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: March 13, 2022 through March 12, 2024; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Barclay, Margaret, R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: March 19, 2022 through March 18, 2024; Privileged as an Acute Care Nurse Practitioner.

Billups, Keshia A., R.N., N.P., Adult Nurse Practitioner in the Department of Surgery; Period of Privileging: March 13, 2022 through March 12, 2024; Privileged as an Adult Nurse Practitioner.

Burns, Diane, R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: February 21, 2022 through February 20, 2024; Privileged as a Family Nurse Practitioner.

Dawson, Michelle, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: March 11, 2022 through March 10, 2024; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Edwards, Todd, P.A., Physician Assistant in the Department of Surgery; Period of Privileging: March 11, 2022 through March 10, 2024; Privileged as Physician Assistant.

Eubanks, Whitney, R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: February 27, 2022 through February 26, 2024; Privileged as a Family Nurse Practitioner.

Evans, Selene, R.N., N.P., Adult Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: February 21, 2022 through February 20, 2024; Privileged as an Adult Nurse Practitioner.

Harkins, Justin, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: March 7, 2022 through March 6, 2024; Privileged as a Certified Registered Nurse Anesthetist.

Howard, Sarah, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: March 16, 2022 through March 15, 2024; Privileged as a Certified Registered Nurse Anesthetist.

Wilson, Karie, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Urology; Period of Privileging: March 11, 2022 through March 10, 2024; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

7. RESIGNATIONS OF ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Allied Health Professionals are approved:

Betting, Wendi N., G.C., Genetic Counselor in the Department of Medicine; Effective Date of Resignation: December 24, 2021.

Corbett, Susan R., R.N., N.P., Certified Nurse Midwife in the Department of Obstetrics and Gynecology; Effective Date of Resignation: January 7, 2022.

Hertwig, Stephene A., R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Effective Date of Resignation: November 1, 2021.

Hruska, Zachary, R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Effective Date of Resignation: January 5, 2022.

LaRochelle, Anna, R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Effective Date of Resignation: February 2, 2022.

Mahoney, Jessica M., R.N., N.P., Family Nurse Practitioner in the Department of Radiology and Medical Imaging; Effective Date of Resignation: January 24, 2022.

Tulenko, Valerie C., R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Effective Date of Resignation: January 16, 2022.

8. NEW PRIVILEGES TO ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for new procedural privileges to the following Allied Health Professional are approved:

Assink, Catherine, R.N., N.P., Certified Nurse Midwife in the Department of Obstetrics and Gynecology. Additional Privileges for Fetal Monitoring; Postpartum Management; Management of Normal spontaneous birth with collaborating Physician; Labor Management; Nexplanon Insertion and Removal and IUD Insertion and Removal. Effective Date: January 4, 2022 through September 30, 2022.

Hull, Chelsea, R.N., N.P., Certified Nurse Midwife in the Department of Obstetrics and Gynecology. Additional Privileges for IUD Insertion and Removal; Nexplanon Insertion; Labor Management; Postpartum Management and Fetal Monitoring. Effective Date: January 4, 2022 through September 30, 2022.

Pugh, Gary, P.A., Physician Assistant in the Department of Orthopedic Surgery. Additional Privileges for Joint Injections; Surgery Assist Position & Prep and Surgery Assist 1st and 2nd. Effective Date: January 4, 2022 through, October 17, 2022.

Turnbull, Evan, P.A., Physician Assistant in the Department of Neurosurgery. Additional Privileges for Trochanteric Bursa Injection and Shunt Interrogation. Effective Date: January 4, 2022 through May 31, 2022.

The Health System Board received written reports on Medical Center operations, School of Medicine, and School of Nursing. These reports are attached to the Minutes.

The chair adjourned the meeting at 11:47 a.m.

SGH:ddr

These minutes have been posted to the University of Virginia's Board of Visitors website:

<http://bov.virginia.edu/committees/206>

ATTACHMENTS

Medical Center Report

Quality and Safety

Performance against the goals established on the clinical operations scorecard has continued to be challenging due to the impacts of COVID and the labor market. An approach that focuses on bedside support coupled with individual accountability and follow-up has been implemented.

Efforts to reduce central line associated blood stream infections (CLABSIs) are a prime example. The CLABSI reduction program provides support for real-time audit and feedback of compliance to best practice guidelines, in addition to the inclusion of an electronic visual management tool, which allows unit leaders to see real-time adherence to delivery of best-practice care. Healthcare providers in need of assistance are able to request resources to ensure the delivery of the safest possible care.

Patient Experience

Inpatient experience as defined by the overall hospital rating of 9s and 10s for second-quarter FYTD2022 is 77.0 (79th percentile), above FY2021 76.2 (71st percentile), and slightly below the target of 77.8.

Strong performance is seen around Communication with Doctors, Medications, and Care Transitions in Oncology, Women's, and Behavioral Health. Various purposeful rounding efforts are showing promising results.

Outpatient clinic patient experience as defined by the overall question "likelihood of recommending your practice to others" for the second-quarter FYTD2022 reflects a score of 95.5 (74th percentile). Scores are below goal (96.7) and below FY2021 (96.3).

Emergency Department patient experience for second-quarter FYTD2022 is 77.3 (37th percentile), below FY2021 (81.1), and below target (84.6). December results noted a significant increase and the highest score of the fiscal year (80.2). One interesting takeaway is our year-to-date score has dropped 3.8 points compared to last year, but the percentile rank has increased by three percentile points. This tells us there has been a decline in patient perceptions of care across the industry.

Human Resources

Improving team member engagement is an ongoing priority. Recognition events were modified again to accommodate COVID-19 regulations; focus has turned to personalized, spot recognition opportunities until large gatherings can be safely accommodated. Meals were provided for those who worked during the holidays. Talent Management is partnering with the Be Safe team to support their efforts in re-education in utilizing the Be Safe infrastructure. Nursing retention efforts remain a top priority. Lastly, the FY2022 performance management cycle is underway with recommended frequent check-in conversations.

Leadership Search

The Medical Center recently launched a national search for a new Chief Operating Officer. A search committee comprised of the following leaders has been appointed to lead the search:

- Dr. Reid Adams, Chief Medical Officer and Chair Department of Surgery
- Kathy Baker, Chief Nursing Officer
- Veronica Brill, Associate Chief Nursing Officer
- Dr. Tracey Hoke, Chief of Quality and Performance Improvement
- Michael Marquardt, Chief Financial Officer
- Dr. Peggy McNaull, Chair Department of Anesthesiology
- Dr. Christopher Moskaluk, Chair Department of Pathology
- Dr. Art Saavedra, UPG President and Chair Department of Dermatology
- Dr. Mark Shaffrey, Chair Department of Neurosurgery
- Jeremy Sibiski, Chief Operating Officer UVA School of Medicine
- Abdi Somo, Chief Administrative Officer

Transitional Care Hospital

UVA's Transitional Care Hospital (TCH) continues to operate with high efficiency and produce quality outcomes better than targets. The mortality rate for the year to date is 9.6% compared to the case mix index weighted national benchmark data of 12.01%. The ventilator weaning rate is 88%, which is much better than the CMI weighted national average performance benchmark of 57.83%. Acquired C. Difficile rate is currently in the top decile of national LTACH performance. Case Mix Index for admitted patients is at an all-time high, indicating that the hospital has treated the most complex and resource-intense patients in its existence. Staffing of clinical nursing roles is below the desired level to open beds sufficient to meet demand and to meet the budgeted volume projections. Management has responded by flexing down expenses.

Recent Designations and Re-certifications

The Joint Commission completed a successful survey and reaccreditation of the Medical Center and its provider-based clinics.

The United Network for Organ Sharing/Organ Procurement and Transplantation Network completed a successful survey of the Transplant Program.

COLA, Inc. (previously known as the Commission on Office Laboratory Accreditation) completed successful surveys of the UVA Cancer Center Pantops, the UVA Cancer Center Augusta, and the Breast Care Center.

School of Medicine Report

People

- Dean Kibbe recently announced the hiring of Mark Weathers as the new Chief of Staff. He is the current Chief of Staff at West Point. Mr. Weathers started on February 28.
- The contract for the consultant engagement for the Gender Equity Compensation Assessment Update has been finalized. The School will now embark on the process of conducting the analysis with the consultant in partnership with the University.
- A kick-off meeting for the School-wide Faculty Compensation Plan was recently held with the Dean, Chief Operating Officer, and Associate Dean of Finance and Administration to map out the process and work plan.
- Faculty attrition for the first half of FY2022 remains low. To date, 52 of 1260 (4.1%) faculty have departed (voluntary, involuntary, and retirement): 16 from research departments and 36 from clinical departments.
- The Senior Associate Dean for Faculty Affairs is working to develop a School of Medicine specific Leadership Development Course for mid-career faculty.
- The Senior Associate Dean for Faculty Affairs will conduct a review of the SOM Promotion & Tenure processes.

Departments

- The goals for each of the 29 departments and six centers have been finalized and entered into our Business Intelligence portal. Departments will be assessed for successful completion of each goal on a quarterly basis, with the expectation of 100% completion by June 30, 2022.
- Progress continues for the searches for the new Chairs of OB/GYN, Surgery, Microbiology, Plastic Surgery, Biochemistry, and Biomedical Engineering.

Clinical

- Jeremy Sibiski has assumed oversight of the process to approve all faculty position requests, assessing all proformas for faculty hires. Many of the clinical departments are in a growth phase. The school currently has 106 clinical faculty openings and 12 research faculty openings posted in Workday.

Research

- As the School of Medicine enters a research growth phase, active management of research space will be critical. The Interim Senior Associate Dean for Research is working on collecting accurate space data for this purpose.

Education

- The Senior Associate Dean for Education kicked off the preparations for the LCME Accreditation Visit, which will occur March 20-22, 2023.
- The first cohort of medical students at our INOVA regional campus has completed clerkship rotations and started the elective phase of the curriculum. With the

arrival of the second cohort in January, there will be 72 students doing clinical training at the regional campus.

Diversity, Equity, and Inclusion

- The School recently announced that Dr. Tracy Downs will serve as the inaugural Senior Associate Dean for Diversity, Equity, and Inclusion (DEI) in addition to his role as Chief Diversity and Community Engagement Officer for UVA Health. In this new capacity, there will be a complete alignment of all DEI initiatives between the Medical Center and the School.

School of Nursing Report

Academics

The School exceeded its enrollment goal for its new Accelerated Two-Year BSN program, one of two new transfer options for students interested in nursing from both within and outside of UVA. A diverse cohort of 25 students—1/3 of whom are first-generation, 36% of whom are non-white, many who speak multiple languages, and who already work in healthcare—were chosen from 81 applicants and begin their studies this spring.

Applications for the traditional BSN class have been extremely strong: 1,826 students applied for 75 spots. This follows 2021's record-setting 51% increase over 2020.

Research and Faculty Recognition

Woodard Clinical Professor of Nursing Richard Westphal and Brodie Professor of Medicine Peggy Plews-Ogan, co-directors of UVA Health's Wisdom & Wellbeing program, earned a three-year, \$2.4M Health Resources and Services Administration grant, part of President Biden's American Rescue Plan Funds focused on the reduction of burnout among healthcare workers. Westphal and Plews-Ogan will use the grant to train more than 10,000 healthcare, community health workers, and health professional students throughout Central Virginia and establish a peer support training collaborative with the Dr. Lorna Breen Heroes' Foundation.

Jann Balmer, clinical professor of nursing, was awarded the Alliance for Continuing Education in the Health Professions' 2022 Miller-Wentz Lifetime Achievement Award for contributions to the Alliance and the field.

Self-Care For New and Student Nurses (Sigma: 2021), written by Dorrie Fontaine, dean emerita, Natalie May, assistant professor, as well as more than two dozen other School of Nursing faculty, staff, and alumni, was named one of the *American Journal of Nursing's* Best Books of the Year 2021.

Assistant professor Tracy Kelly, with GW surgeon Neelu Tummala—both members of the Virginia Clinicians for Climate Action—penned an op-ed titled "Governor should reconsider policy decisions that will hurt the environment," published in the *Virginia Mercury* Jan. 19.

Dean Pam Cipriano penned an op-ed titled "Climate Courage," published in *American Nurse* on Jan. 11.

Student Honors

The findings of Ph.D. graduate and ER nurse Jane Muir’s dissertation study, *Exploring the Direct and Indirect Costs of Nurse Burnout for a Health Care Organization*, highlighted by [UVA Today](#)—compelled her publication of a widely-circulated op-ed in STAT News Jan. 13 titled [“The solution to the wave of nurse resignations? Cold, hard cash.”](#) Muir’s work concludes that hospitals that invest in robust burnout reduction programs (including hazard pay, bonuses, salary increases, well-being initiatives, and robust opportunities for advancement and leadership) actually save money and retain nurses.

DNP student Habibah Williams [earned](#) a national collaboration award from the American Association of Colleges of Nursing for her novel weight bias reduction program for healthcare staff called “We Matter.”

CNS student and VCU Health surgical trauma nurse Chris Lecznar was elected to the American Association of Critical-Care Nurses’ Clinical Advisory Work Group for a three-year term. The group responds to members’ practice questions and provides Best Practice Alerts to its constituency.

Philanthropy and Alumni Affairs

LTC Suzanne Cobleigh (MSN `19, DNP `20)—officer in charge of U.S. Army medical teams deployed by FEMA and the Department of Defense to assist COVID-overwhelmed hospitals since summer 2021—[spoke to President Biden and DOD Secretary Lloyd Austin](#) about her work, the changing nature of COVID, on-the-ground challenges, and the cohesion of her military and civilian teams in Arkansas and Michigan.

The School produced its first-ever [annual report](#) at the end of 2021, which was distributed with our fall/winter magazine *Virginia Nursing Legacy*, to 12,500 alumni, parents, students, and major donors, as well as leaders at the top 250 schools of nursing around the U.S. and select members of the media.