



THE RECTOR AND VISITORS OF THE
UNIVERSITY OF VIRGINIA

December 7, 2023

MEMORANDUM

TO: The Health System Board:

Committee Members:

Babur B. Lateef, M.D., Chair
Robert M. Blue
Robert D. Hardie
Stephen P. Long, M.D.

Paul B. Manning
James B. Murray Jr.
Douglas D. Wetmore

Public Members:

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

Victoria D. Harker, Vice Chair
Thomas A. Scully

Ex Officio Advisory Members:

James E. Ryan
Marianne Baernholdt
Ian B. Baucom
Jennifer Wagner Davis

Wendy M. Horton
K. Craig Kent, M.D.
Melina R. Kibbe, M.D.
Margaret C. Tracci, M.D.

and

The Remaining Members of the Board of Visitors:

Mark T. Bowles
Carlos M. Brown
Elizabeth M. Cranwell
Thomas A. DePasquale
U. Bertram Ellis Jr.
The Honorable Paul C. Harris

John L. Nau III
The Honorable L.F. Payne
Amanda L. Pillion
Rachel W. Sheridan
Patricia A. Jennings, Faculty Rep.
Lillian A. Rojas, Student Rep.

FROM: Susan G. Harris

SUBJECT: Minutes of the Meeting of the Health System Board on December 7, 2023

The Health System Board (HSB) met, in Open Session, at 8:30 a.m., on Thursday, December 7, 2023. Dr. Babur B. Lateef, Chair, presided.

Committee Members present: Robert D. Hardie, Victoria D. Harker, Stephen P. Long, M.D., James B. Murray Jr., Douglas D. Wetmore, Kenneth B. Botsford, M.D., William G. Crutchfield Jr., Steven Danziger, Thomas A. Scully (by Zoom), James E. Ryan, Ian B. Baucom, Marianne Baernholdt, Jennifer Wagner Davis, Wendy M. Horton, K. Craig Kent, M.D., Melina R. Kibbe, M.D., and Margaret C. Tracci, M.D.

Members absent: Robert M. Blue and Paul B. Manning

Carlos M. Brown, Elizabeth M. Cranwell, Thomas A. DePasquale, U. Bertram Ellis Jr., The Honorable Paul C. Harris, The Honorable L.F. Payne, Amanda L. Pillion, Rachel W. Sheridan, and Patricia A. Jennings were also present.

Present as well were Reid Adams, M.D., Lisa Badeau, Krista Barnes, John Bennett, Michael Dacey, Jennifer Feist, Karmen Fittes, Susan G. Harris, Sally Hartman, Clifton M. Iler, Scott Just, M.D., Amy Karr, Kennedy Kipps, John Kosky, James Larner, M.D., Megan K. Lowe, Mark M. Luellen, David Martel, Augie Maurelli, Clark L. Murray, Ourania Preventza, Debra D. Rinker, Margot M. Rogers, Carolyn D Saint, Erik Shannon, Colette Sheehy, Jeremy Sibiski, Jennifer W. Siciliano, Mary Francis Southerland, and Mark Weathers.

Presenters: Karen Johnston, M.D., Jason Lineen, and Douglas E. Lischke

Opening Remarks from the Chair

Dr. Lateef welcomed everyone, made brief remarks, and then turned the meeting over to Dr. Kent to give opening remarks.

Opening Remarks from the Executive Vice President for Health Affairs

Dr. Kent highlighted calendar year 2023. For the first time, all four of medical centers received Leapfrog A ratings; University Medical Center in Charlottesville was named once again the #1 hospital in Virginia by Newsweek; finances are solid amidst a continuing difficult healthcare landscape placing UVA in the top 10% of academic health systems nationally; research is growing at an incredibly impressive rate; we are about to put the shovel in the ground to launch a new biotech institute; the strategic plan is moving forward with over 20 different initiatives underway; and much more.

Dr. Kent thanked the leadership of Amy Karr and Mark Luellen for their development efforts. He asked Ms. Karr and Mr. Luellen to highlight some recent successes.

University Counsel introduced the new deputy university counsel for health affairs, Matthew Connors.

Dr. Kent introduced Peter Paige. Mr. Paige began on Monday as the inaugural Chief Clinical Officer. He will be responsible for overseeing patient care and clinical operations across the health system. His role will be to guide clinical operations and quality of care throughout the four hospitals and two physician organizations. Mr. Paige comes to UVA Health from Albany Medical Health System in Albany, N.Y., where he serves as chief executive officer of the Albany Medical Center Hospital. He previously worked at University of Miami, where he served as chief physician executive and chief clinical officer. He earned his bachelor's degree from Lemoyne College and his medical degree from SUNY Upstate, along with a master's in medical management from Carnegie

Mellon University. He completed a residency in emergency medicine at the University of Massachusetts Medical School.

Clinical and Translational Science Award (CTSA) Program

In 2019, the integrated Translational Health Research Institute of Virginia (iTHRIV) was awarded a grant of nearly \$23M from the National Institutes of Health (NIH) to advance innovative ideas from the point of discovery to implementation in clinical practice and population health. Dr. Karen Johnston, the contact PI of iTHRIV, presented background and a vision for the future of the iTHRIV program. She also discussed the potential role iTHRIV could play to support the Paul and Diane Manning Institute of Biotechnology.

Action Item: Signatory Authority Related to Medical Center Contracts Exceeding \$5 Million Per Year

The University sought approval to allow the Medical Center to contract with the following companies, whose contracts for services annual spend exceed \$5M per year:

- Cardinal Health 108, LLC, Cardinal Health 110, LLC, Cardinal Health 112, LLC, and affiliates (collectively “Cardinal Health”) for pharmacy distribution services
- CDW Government LLC for computing equipment hardware, software, and services

On motion, duly seconded, the committee approved the following resolution:

SIGNATORY AUTHORITY FOR CERTAIN MEDICAL CENTER CONTRACTS EXCEEDING \$5 MILLION PER YEAR

RESOLVED, the Board of Visitors authorizes the Executive Vice President and Chief Operating Officer to execute the contracts on behalf of the Medical Center with Cardinal Health and affiliates for pharmacy distribution services, and with CDW Government LLC for computing hardware, software, and services.

Closed Session

At 9:10 a.m., the committee went into closed session upon the following motion made by Ms. Harker, duly seconded, and approved.

- “Mr. Chair, Discussion of 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 2024, 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 11:12 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 Ms. Harker and duly seconded and approved by roll call vote.

Voting in the affirmative:

Babur B. Lateef, M.D.
Robert D. Hardie
Stephen P. Long, M.D.
James B. Murray Jr.
Douglas D. Wetmore
Kenneth B. Botsford M.D.,
William G. Crutchfield Jr.
Steven Danziger
Victoria D. Harker

Thomas A. Scully
James E. Ryan
Ian B. Baucom
Marianne Baernholdt
Jennifer W. Davis
Wendy M. Horton
K. Craig Kent, M.D.
Melina R. Kibbe, M.D.
Margaret C. Tracci, M.D.

Motion:

“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

Mr. Douglas Lischke gave the financial report. Overall, despite continued workforce and other industry challenges, UVA Health’s operating income is in line with budget for the three months ended September 30, 2023.

	Operating Income			Operating Margin		
	Actual	Budget	Pr Year	Actual	Budget	Pr Year
Medical Center	29	18	20	4.4%	2.9%	3.5%
Community Health	(9)	1	4	-6.5%	1.0%	2.5%
UPG	(1)	(5)	3	-0.6%	-3.4%	1.9%
SOM	1	5	(7)	0.7%	3.4%	-4.9%
SON	(0)	(0)	(0)	-2.3%	-0.6%	-3.4%
Health Sciences Library	0	(1)	(0)	5.5%	-60.4%	-3.8%
Support/Transfers/Elims	(14)	(13)	(12)			
UVA Health	6	6	8	0.6%	0.6%	0.8%
One-Time CH Integration	(1)	(1)	(15)			
UVA Health including 1-Time	5	5	(8)	0.5%	0.5%	-0.8%

UVA Medical Center (MC)

For the first three months of FY24, operating income was \$29M, favorable to budget and resulting in a 4.4% operating margin. Net revenue results were driven by strong volumes across the board in particular inpatient and surgeries as well as sustained rate increases. The all-payer case mix and length of stay were 2.29 and 6.8, respectively. The operating margin is supported by imaging, dialysis, home health, and the management of shared services expenses. Progress has been steady in reducing the use of external nurse travelers and other contract labor, but staffing pressure remains very high. The cost of premium pay, overtime, and bonuses needed to fill open shifts with employed nurses is up, driving labor \$9M unfavorable to budget (3.3%). Total expenses adjusted for volume and acuity were 2.6% unfavorable to budget, driven by inflation and labor challenges. The MC generated \$62M in operating cash (EBITDA) after transfers.

Total paid employees, including contracted employees, were 368 over budget. Contract labor is composed primarily of nurse travelers and individuals employed by the School of Medicine and contracted to the MC. The MC utilized 520 nurse travelers.

	<u>FY24 Actuals</u>	<u>FY24 Budget</u>
Employee FTEs	9,049	9,236
Contract Labor FTEs	928	373
Salary, Wage and Benefit Cost / FTE	\$108,537	\$100,358
Total FTEs	9,977	9,609

UVA Community Health (CH)

For the first three months of FY24, CH incurred an operating deficit of \$9M. This was attributable to increases in operational expenses (labor and inflation), depreciation expense (due to

integration/transition expense and deferred maintenance), loss of the Culpeper 340B program, lower case mix index and startup expenses for new physicians. Volumes were mixed with inpatient volumes and outpatient volumes behind an aggressive budget but ahead of prior year, while surgeries were ahead of budget and prior year.

UVA Physicians Group (UPG)

UPG finished the first quarter of FY24 with an operating deficit of \$1M, which was \$4M favorable to budget. Favorable results were driven by solid patient services revenue. The results include \$11M in transfers to support the Academic Mission.

UVA School of Medicine (SOM)

Through the first quarter of FY24, the SOM generated a \$1M surplus yielding a \$4M unfavorable variance to budget. Of this unfavorable variance, \$6M is attributed to known timing variances, slightly offset by favorable research, gift, and Health System revenue.

UVA School of Nursing (SON)

The SON was close to break-even for FY24 first quarter operations, which is in-line budget. The SON had a favorable revenue variance due to a combination of gifts in the first quarter and University funding from the Provost office for strategic initiatives. This was offset by unfavorable variance on purchased services and salaries due to a high concentration of financial aid distribution in fall (both undergraduate and graduate), annual IT central costs being applied in the first quarter, and merit bonus impact in the first quarter.






University of Virginia Medical Center
Income Statement
(Dollars in Millions)

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-22	Sep-23	Sep-24	Sep-24
Net patient revenue	\$668.6	\$688.3	\$756.0	\$754.4
Other revenue	<u>26.1</u>	<u>18.6</u>	<u>39.6</u>	<u>34.7</u>
Total operating revenue	<u>\$694.7</u>	<u>\$706.8</u>	<u>\$795.6</u>	<u>\$789.1</u>
Operating expenses	545.7	653.5	719.3	716.6
Depreciation	48.4	39.2	47.2	45.0
Interest expense	<u>23.3</u>	<u>5.9</u>	<u>10.7</u>	<u>9.0</u>
Total operating expenses	<u>\$617.3</u>	<u>\$698.6</u>	<u>\$777.1</u>	<u>\$770.6</u>
Operating income (loss)	<u>\$77.4</u>	<u>\$8.2</u>	<u>\$18.5</u>	<u>\$18.6</u>
Non-operating income (loss)	<u>\$47.4</u>	(\$36.4)	(\$36.5)	(\$12.3)
Net income (loss)	<u>\$124.8</u>	<u>(\$28.1)</u>	<u>(\$18.0)</u>	<u>\$6.2</u>
Principal payment	\$5.2	\$5.4	\$9.4	\$9.4

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

Description	Most Recent Three Fiscal Years		
	Sep-22	Sep-23	Sep-24
Assets			
Operating cash and investments	\$457.7	\$338.0	\$64.1
Patient accounts receivables	367.6	367.3	423.4
Property, plant and equipment	1,582.4	1,612.3	1,633.4
Depreciation reserve and other investments	520.3	412.9	424.1
Endowment Funds	962.8	865.3	854.0
Other assets	<u>675.4</u>	<u>477.6</u>	<u>701.5</u>
Total Assets	<u>\$4,566.2</u>	<u>\$4,073.4</u>	<u>\$4,100.5</u>
Liabilities			
Current portion long-term debt	\$22.6	\$36.6	\$38.5
Accounts payable & other liab	232.9	353.8	428.7
Long-term debt	899.4	867.5	834.7
Accrued leave and other LT liab	<u>785.4</u>	<u>570.2</u>	<u>470.0</u>
Total Liabilities	<u>\$1,940.3</u>	<u>\$1,828.1</u>	<u>\$1,771.9</u>
Fund Balance	<u>\$2,625.9</u>	<u>\$2,245.3</u>	<u>\$2,328.6</u>
Total Liabilities & Fund Balance	<u>\$4,566.2</u>	<u>\$4,073.4</u>	<u>\$4,100.5</u>

**University of Virginia Medical Center
Financial Ratios**

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-22	Sep-23	Sep-24	Sep-24
Operating margin (%)	11.1%	1.2%	2.3%	2.4%
Current ratio (x)	3.2	1.8	1.0	2.0 
Days cash on hand (days)	266	189	137	190 
Gross accounts receivable (days)	51.6	51.3	55.3	50.0 
Annual debt service coverage (x)	6.9	1.5	2.0	3.6 
Debt-to-capitalization (%)	27.2%	30.1%	28.5%	34.0% 
Capital expense (%)	11.6%	6.5%	7.4%	7.0%

University of Virginia Medical Center
Operating Statistics

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep-22	Sep-23	Sep-24	Sep-24
Acute Discharges	6,584	6,574	7,068	6,788
Patient days	48,866	49,545	49,088	48,397
Observation Billed Encounters	1,605	1,926	1,593	1,696
All Payor CMI Adj Avg Length of Stay	3.13	3.18	2.98	3.05
OP Billed Encounters	229,779	228,581	231,190	234,124
ER Billed Encounters	10,778	11,973	13,143	11,409
All Payor CMI	2.36	2.40	2.29	2.34
FTE's (including contract labor)	8,701	8,940	9,977	9,609

Operating Statistics exclude UVA Community Health

University of Virginia Medical Center
SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES
 Fiscal Year to Date September 30, 2023 with Comparative Figures for Prior Fiscal Year

OPERATING STATISTICAL MEASURES									
DISCHARGES and CASE MIX - Year to Date					OTHER INSTITUTIONAL MEASURES - Year to Date				
	<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>		<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>
<u>DISCHARGES</u>					<u>ACUTE INPATIENTS</u>				
Medical Center	7,068	6,788	4.1%	6,574	Inpatient Days - MC	49,088	48,397	1.4%	49,545
Community Health	3,614	3,796	(4.8%)	3,565	Inpatient Days - CH	13,839	13,487	2.6%	13,075
Total Discharges	10,682	10,584	0.9%	10,139	All Payor CMI Adjusted ALOS - MC	2.98	3.05	(2.3%)	3.18
Adjusted Discharges - MC	16,823	16,614	1.3%	15,858	All Payor CMI Adjusted ALOS - CH	2.59	2.61	0.6%	2.55
Adjusted Discharges - CH	11,394	12,105	(5.9%)	11,409	Average Daily Census - MC	534	526	1.4%	539
Total Adjusted Discharges	26,577	27,048	(1.7%)	25,582	Average Daily Census - CH	147	150	(2.0%)	141
<u>CASE MIX INDEX</u>					<u>BIRTHS</u>				
All Payor CMI - MC	2.29	2.34	(2.3%)	2.40	Births - MC	574	661	(13.2%)	645
All Payor CMI - CH	1.38	1.42	(3.2%)	1.44	Births - CH	644	722	(10.8%)	694
<u>OUTPATIENT BILLED ENCOUNTERS</u>					<u>SURGICAL CASES</u>				
Medical Center	231,190	234,124	(1.3%)	228,581	UVA Main Hospital Operating Room	5,022	5,210	(3.6%)	4,873
Community Health	68,339	71,041	(3.8%)	60,535	Battle	2,931	2,939	(0.3%)	2,926
Emergency Room - MC	13,143	11,409	15.2%	11,973	Monticello Surgery Center	1,984	1,883	5.4%	2,036
Emergency Room - CH	28,095	30,052	(6.5%)	28,330	Orthopedic Center	342	241	41.9%	7
					Community Health	2,188	1,958	11.7%	1,986
					Total	12,467	12,231	1.9%	11,828
OPERATING FINANCIAL MEASURES									
REVENUES and EXPENSES - Year to Date					OTHER INSTITUTIONAL MEASURES - Year to Date				
	<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>		<u>Actual</u>	<u>Budget</u>	<u>% Variance</u>	<u>Prior Year</u>
(\$s in thousands)					(\$s in thousands)				
<u>NET REVENUES</u>					<u>NET REVENUE BY PAYOR</u>				
Net Patient Service Revenue	\$756,044	\$754,410	0.2%	\$688,264	Medicare	\$224,252	\$222,123	1.0%	\$191,350
Other Operating Revenue	39,599	34,726	14.0%	18,575	Medicaid	\$157,350	\$156,602	0.5%	\$118,626
Total	\$795,643	\$789,137	0.8%	\$706,839	Commercial Insurance	\$78,006	\$76,472	2.0%	\$104,105
<u>EXPENSES</u>					Anthem	\$173,810	\$176,538	(1.5%)	\$140,863
Salaries, Wages & Contract Labor	\$357,741	\$359,384	0.5%	\$325,967	Aetna	\$57,503	\$58,009	(0.9%)	\$59,202
Supplies	208,869	204,464	(2.2%)	186,887	Other	\$65,123	\$64,666	0.7%	\$74,117
Contracts & Purchased Services	152,675	152,761	0.1%	140,651	Total Paying Patient Revenue	\$756,044	\$754,410	0.2%	\$688,264
Depreciation	47,181	44,999	(4.8%)	39,197	<u>OTHER</u>				
Interest Expense	10,656	8,959	(19.0%)	5,896	Collection % of Gross Billings	29.2%	29.1%	0.4%	28.7%
Total	\$777,122	\$770,567	(0.9%)	\$698,598	Days of Revenue in Receivables (Gross)	55.3	50.0	(10.5%)	51.3
Operating Income	\$18,520	\$18,569	(0.3%)	\$8,241	CMI Adjusted Cost per Adjusted Discharge	\$14,784	\$14,170	(4.3%)	\$13,229
Operating Margin %	2.3%	2.4%		1.2%	Total FTEs (including Contract Labor)	12,377	11,967	(3.4%)	11,400
					FTEs Per CMI Adjusted Discharge	21.7	20.2	(7.0%)	19.9

University of Virginia Medical Center
SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES
 Fiscal Year to Date September 30, 2023 with Comparative Figures for Prior Fiscal Year

Assumptions - Operating Statistical Measures

Discharges and Case Mix Assumptions

Discharges include all admissions except normal new borns
 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 new borns
 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, duly seconded, the committee approved the following credentialing resolutions:

RECOMMENDED CREDENTIALING AND RE-CREDENTIALING 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:

Duggan, Sayward, D.D.S., Dentist in the Department of Dentistry; Attending Staff Status;
 Period of Appointment: October 12, 2023 through September 30, 2024; Privileged in Dentistry.

Estes, Meredith, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status;
 Period of Appointment: November 2, 2023 through April 29, 2025; Privileged in Pediatrics.

Gallagher, Virginia, Ph.D., Neuropsychologist in the Department of Neurology; Attending Staff Status; Period of Appointment: November 15, 2023 through June 29, 2025; Privileged in Neurology.

Misra, Madhusmita, M.D., Pediatric Endocrinologist in the Department of Pediatrics; Attending Staff Status; Period of Appointment: December 1, 2023 through October 30, 2025; Privileged in Pediatrics.

Raiser, Sara, M.D., Physiatrist in the Department of Physical Medicine and Rehabilitation; Attending Staff Status; Period of Appointment: November 1, 2023 through November 29, 2025; Privileged in Physical Medical and Rehabilitation.

Reynolds, Natalie, M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Appointment: October 17, 2023 through January 30, 2025; Privileged in Emergency Medicine.

Silva, Amanda, M.D., Plastic Surgeon in the Department of Plastic Surgery; Attending Staff Status; Period of Appointment: December 1, 2023 through March 30, 2025; Privileged in Plastic Surgery.

Vandersteenhoven, Peter, M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Appointment: October 13, 2023 through September 30, 2024; Privileged in Emergency Medicine.

Ware, Paul, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: October 25, 2023 through September 30, 2024; 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:

Anderson, Mark, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Reappointment: November 30, 2023, through February 1, 2024, 2026. Privileged in Radiology and Medical Imaging.

Carlson, Adam, M.D., Rheumatologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

DeGeorge, Brent, M.D., Ph.D., Plastic Surgeon in the Department of Plastic Surgery; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Plastic Surgery.

Deiling, Brittany, D.O., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Anesthesiology.

Duensing, Ian, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Orthopedic Surgery.

Fedder, Katherine, M.D., Otolaryngologist in the Department of Otolaryngology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Otolaryngology.

Fuller, Robert, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: November 30, 2023, through February 1, 2024. Privileged in Obstetrics and Gynecology.

Gorham, James, M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Pathology.

Gupta, Shakum, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Pediatrics.

Harris, Drew, M.D., Pulmonologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

Hoard, Martin, M.D., Plastic Surgeon in the Department of Plastic Surgery; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Plastic Surgery.

Humberson, Jennifer, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Pediatrics.

Kern, Nora, M.D., Urologist in the Department of Urology; Attending Staff Status; Period of Reappointment: November 30, 2023, through February 1, 2024. Privileged in Urology.

Larkey, Nicolas, M.D., Pathologist in the Department of Pathology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Pathology.

Lesh, Ryan, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Anesthesiology.

Loughran, Thomas, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

Lowson, Stuart, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Anesthesiology.

Mace, Jacob, D.O., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Reappointment: December 2, 2023, through May 30, 2025. Privileged in Emergency Medicine.

Morse, Melanie, Ph.D., Psychologist in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: December 7, 2023, through September 29, 2025. Privileged in Psychology.

Overby, Terry, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2024. Privileged in Medicine.

Pandey, Subodh, M.D., Pulmonologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

Paphitis, Nicholas, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

Peroutka, Christina, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Pediatrics.

Ranney, Kathleen, M.D., M.P.H., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Anesthesiology.

Scialla, Timothy, M.D., Pulmonologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

Roy, Sasmit, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

Sheeran, Daniel, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Reappointment: November 30, 2023, through February 1, 2024. Privileged in Radiology and Medical Imaging.

Taylor, Amy, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Radiology and Medical Imaging.

Thiele, Eryn, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Anesthesiology.

Wagner, John, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: December 29, 2023, through June 29, 2025. Privileged in Medicine.

Waligora, Andrew, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2023, through November 29, 2026. Privileged in Medicine.

Zawar, Ifrah, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: November 30, 2023, through May 1, 2024. Privileged in Neurology.

3. STATUS CHANGES TO CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the status change in clinical privileges to the following practitioner are approved:

Blodgett, Todd, M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Date Change effective September 8, 2022, through February 1, 2024; Privileged in Radiology and Medical Imaging.

Deprey, Robert, M.D., Plastic Surgeon in the Department of Plastic Surgery; Attending Staff Status; Date Change effective July 2, 2022, through February 1, 2024; Privileged in Plastic Surgery.

Dulai, Harjot, M.D., Radiologist in the Department of Radiology and Medicine Imaging; Attending Staff Status; Date Change effective September 8, 2022, through February 1, 2024; Privileged in Radiology and Medical Imaging.

Early, Stephen, M.D., Otolaryngologist in the Department of Otolaryngology; Attending Staff Status; Date Change effective January 2, 2023, through January 1, 2024; Privileged in Otolaryngology.

Ferguson, James, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Clinical Staff Status Change to Administrative; Status Change effective October 5, 2023, through October 30, 2024.

Habib, Asma, M.D., Pediatric Cardiologist in the Department of Pediatrics; Attending Staff Status; Date Change effective January 23, 2023, through December 30, 2025; Privileged in Pediatrics.

Hollenbeck, Scott, M.D., Plastic Surgeon in the Department of Plastic Surgery; Attending Staff Status; Date Change effective November 30, 2022, through May 1, 2024; Privileged in Plastic Surgery.

Igbani, Lisa, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Date Change effective January 2, 2023, through January 1, 2024; Privileged in Anesthesiology.

Kabil, Emmad, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Date Change effective January 2, 2023, through January 1, 2024; Privileged in Anesthesiology.

Malya, Rohith, M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Date Change effective January 5, 2023, through August 30, 2025; Privileged in Emergency Medicine.

Richardson, Meghan, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Date Change effective January 5, 2023, through April 29, 2025; Privileged in Orthopedic Surgery.

Suggs, James, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Date Change effective January 10, 2023, through January 9, 2024; Privileged in Anesthesiology.

5. 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:

Sutton, David, M.D., Radiologist in the Department of Radiology and Medical Imaging. Additional Privileges for Diagnostic Radiology Privileges. Effective Date: November 10, 2023 through October 30, 2024. Privileged in Radiology and Medical Imaging.

6. 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:

Bauman, Kimberley, M.D., Physician in the Department of Medicine; Attending Staff Status; Effective Date of Retirement: October 31, 2023.

Harsh, Veronica, M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Effective Date of Resignation: October 13, 2023.

Mazimba, Sula, M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Effective Date of Resignation: July 31, 2023.

Stout, Christopher, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective Date of Resignation: June 30, 2023.

7. 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:

Brown, Jenea R., R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: October 16, 2023, through October 15, 2026; Privileged as a Family Nurse Practitioner.

Coyman, Elizabeth, R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: October 16, 2023, through October 15, 2026; Privileged as a Family Nurse Practitioner.

Galbreath, Carla B., R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: October 30, 2023, through October 29, 2025; Privileged as a Family Nurse Practitioner.

Grisham, Tory L., R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: October 30, 2023, through October 29, 2025; Privileged as a Family Nurse Practitioner.

Henderson, Eden G., R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: October 30, 2023, through October 29, 2025; Privileged as a Family Nurse Practitioner.

Lisk, Jessica M., R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: October 15, 2023, through October 14, 2026; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Mullis, Xiaoya, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: October 30, 2023, through October 29, 2025; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Roberts, Sarah, R.N., N.P., Pediatric Nurse Practitioner in the Department of Surgery; Period of Privileging: October 30, 2023, through October 29, 2025; Privileged as a Pediatric Nurse Practitioner.

Smith, Micah A., R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Anesthesiology; Period of Privileging: October 29, 2023, through October 28, 2025; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

8. 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:

Brooks, Nichole, P.A., Physician Assistant in the Department of Plastic Surgery; Period of Privileging: January 9, 2024 through January 8, 2027; Privileged as a Physician Assistant.

Finke, Karen, P.A., Physician Assistant in the Department of Medicine; Period of Privileging: December 13, 2023 through December 12, 2026; Privileged as a Physician Assistant.

Godsey, Kelly, R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: December 24, 2023 through December 23, 2026; Privileged as an Acute Care Nurse Practitioner.

Hawley, Torrey, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: January 9, 2024 through January 8, 2027; Privileged as a Certified Registered Nurse Anesthetist.

Hooper, Elizabeth, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: December 7, 2024 through December 6, 2026; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Jones, Andrea, R.N., N.P., Acute Care Pediatric Nurse Practitioner in the Department of Surgery; Period of Privileging: December 27, 2023 through December 26, 2026; Privileged as an Acute Care Pediatric Nurse Practitioner.

Kahveci, Selim, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: December 12, 2023 through December 11, 2026; Privileged as a Certified Registered Nurse Anesthetist.

Lam, Ellen, P.A., Physician Assistant in the Department of Medicine; Period of Privileging: January 9, 2024 through January 8, 2027; Privileged as a Physician Assistant.

Little, Jeanel, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: December 2, 2023 through December 1, 2026; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Middlekauff, Robert, P.A., Physician Assistant in the Department of Surgery; Period of Privileging: January 2, 2024 through January 1, 2027; Privileged as a Physician Assistant.

Miller, Joy, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 20, 2023 through December 19, 2026; Privileged as a Pediatric Nurse Practitioner.

Murray, Jessica, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 3, 2023 through December 2, 2026; Privileged as a Pediatric Nurse Practitioner.

Murray, Christine, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: January 8, 2024 through January 7, 2027; Privileged as a Pediatric Nurse Practitioner.

Owens, Christine, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: January 8, 2024 through January 7, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Plowman, Nicole, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 27, 2023 through December 26, 2026; Privileged as a Pediatric Nurse Practitioner.

Schneiderman, Emily, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: December 11, 2023 through December 10, 2026; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Schultz, Christina, R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: December 27, 2023 through December 26, 2026; Privileged as a Family Nurse Practitioner.

Schweickert, Patricia, R.N., N.P., Family Nurse Practitioner in the Department of Anesthesiology; Period of Privileging: December 12, 2023 through December 19, 2026; Privileged as a Family Nurse Practitioner.

Sperber, Kimberly, R.N., N.P., Neonatal Nurse Practitioner in the Department of Pediatrics; Period of Privileging: January 5, 2024 through January 4, 2027; Privileged as a Neonatal Nurse Practitioner.

Stinnett, Michelle, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: December 9, 2023 through December 8, 2026; Privileged as a Certified Registered Nurse Anesthetist.

West, Margaret E., R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 27, 2023 through December 26, 2026; Privileged as a Pediatric Nurse Practitioner.

Winn, Meaghan, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: January 8, 2024 through January 7, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

9. SECONDARY APPOINTMENTS TO ALLIED HEALTH PROFESSIONAL

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the secondary appointment to the Allied Health Professional is approved:

Middlekauff, Robert, P.A., Physician Assistant in the Department of Medicine; Period of Secondary Reappointment: January 1, 2024, through January 1, 2027; Privileged as a Physician Assistant.

Schneiderman, Emily, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Surgery; Period of Secondary Reappointment: October 23, 2023, through October 22, 2026; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

10. CATEGORY STATUS, DATE CHANGES OR ADDITIONAL LOCATION OF ALLIED HEALTH PROFESSIONALS

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the category status, date changes or additional locations to the following Allied Health Professionals are approved:

Jaeger-Landis, Beth, R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine; Date of Additional Location: October 3, 2023 through May 18, 2024; Privileged as an Acute Care Nurse Practitioner.

Roman, Amy, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Date of Additional Location: November 1, 2023 through August 27, 2025; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Sweet, Cassandra, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Dermatology; Date of Location Change: October 30, 2023 through October 29, 2026; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

11. 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:

Ahern, Patrick, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Effective Date of Resignation: September 30, 2023.

Bless, Stacey, R.N., N.P., Neonatal Nurse Practitioner in the Department of Pediatrics; Effective Date of Resignation: April 7, 2023.

Gunnoe, Sara, P.A., Physician Assistant in the Department of Pediatrics; Effective Date of Resignation: October 31, 2023.

Marohn, Patricia E., R.N., N.P., Acute Care Nurse Practitioner in the Department of Orthopedic Surgery; Effective Date of Resignation: October 14, 2023.

Miller, Sally, R.N., N.P., Certified Nurse Midwife in the Department of Obstetrics and Gynecology; Effective Date of Resignation: October 6, 2023.

South, Sara, P.A., Physician Assistant in the Department of Pediatrics; Effective Date of Resignation: September 16, 2023.

AMENDED AND RESTATED BYLAWS OF THE CLINICAL STAFF OF THE MEDICAL CENTER

RESOLVED, the attached amended and restated bylaws of the Clinical Staff of the Medical Center are approved.

The Health System Board approved the financial report by unanimous consent.

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

The chair adjourned the meeting at 11:12 p.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

People

- UVA Health University Medical Center recently honored the recipients of the annual Patient Experience Awards, including 255 providers who achieved scores in the 90th percentile or higher on the patient experience survey for fiscal year 2023. Additionally, 125 teams from inpatient units, outpatient clinics, and various departments excelled by either scoring in the 90th percentile or higher or boosting their scores by more than 20 percentile points compared to the prior fiscal year.
- The inaugural cohort of the UVA Health Leadership Institute commenced on November 8, 2023, with 33 participants representing various departments within UVA Health. This newly established institute is committed to offering learning opportunities for UVA Health team members to enhance their leadership skills. The program is designed to benefit team members at different career stages across all health system entities.
- The new UVA Health Careers website launched on November 7, designed to enhance talent attraction. Leveraging an AI-powered platform, the website provides an engaging online experience, fostering stronger relationships with candidates, and increasing awareness and visibility of job opportunities at UVA Health. The website can be found at careers.uvahealth.org. A special thanks to the HR team for their invaluable assistance with the implementation.
- The Medical Center's overall turnover rate continues to stabilize. For the month of September, the voluntary turnover rate stood at 14.0%. Notably, the nursing turnover rate has impressively returned to pre-pandemic levels, reaching 12.6%.
- UVA Health leadership approved a 3% annual pay increase for Medical Center team members in FY24, which became effective for all eligible team members on September 17.
- External travelers have continued to decrease, with the trend continuing over the past few months. The worked Full-Time Equivalent (FTE) of external travelers decreased from 876 in February 2023 to 531 in September 2023.
- Throughout the last quarter, UVA Health arranged a series of events to express appreciation for its dedicated team members. The UVA Health Farmers Market, which ran on Thursdays from June through September, provided team members with access to food trucks and fresh community produce. Similarly, the UVA Health Movie Nights, held from July to September, offered a monthly opportunity for team members and their families to enjoy outdoor movies at Fontaine Research Park, concluding in September. On November 5, the Medical Center hosted the Fall Back Celebration 2023 to honor team members who worked an extra hour during the transition from Daylight Saving Time to Eastern Standard Time. This event featured leaders distributing snack boxes and warmly greeting team members from midnight to 2:00 am in the cafeteria, complete with music, giveaways, and exhibits. UVA Health celebrated its Leapfrog Grade A designation on November 9, 2023, with apple pie and cider served to commemorate the "A" grade awarded for quality and safety by the Leapfrog Group. Finally, on November 25, the Medical Center hosted a Thanksgiving Dinner, providing complimentary meals to all team members working on Thanksgiving Day.

Clinical and Operational

- The Same Day Care Clinic (SDC) opened at 1222 Jefferson Park Ave. This clinic provides same-day appointments to patients referred by select departments for non-emergent acute issues and follow-up care. These appointments are open to UVA Emergency department

patients, UVA Health primary care clinics, and serve as an overflow option for acute/urgent adult patients, including those under Interactive Home Monitoring.

- The UVA Health Transplant Clinic has expanded to new space on the first floor of the West Complex Building, with the aim of increasing capacity, reducing travel and wait times, improving access, offering additional services and specialist care, and enhancing the patient experience. This expansion features 12 new exam rooms for added comfort and privacy, a new infusion center with five bays for more convenient treatment, an expanded ECHO Room for cardiac evaluations, upgraded pharmacy services, and in-clinic phlebotomy services for more convenient blood testing, all aimed at improving healthcare quality and patient satisfaction.
- The Environmental Services team at UVA Health University Medical Center has demonstrated exceptional performance in patient room turnaround, outperforming all hospitals utilizing the EPIC platform. They have achieved an impressive average room turnaround time of 43 minutes, while maintaining consistently high patient satisfaction.

Quality and Safety

- UVA Health has secured an 'A' Hospital Safety Rating from Leapfrog for Fall 2023, representing a significant historical achievement for our organization. For the first time ever, all four of our medical centers – University, Prince William, Culpeper, and Haymarket – have earned this distinguished top safety grade.
- The Ventricular Assist Device program has achieved successful recertification through a survey conducted by The Joint Commission.
- To enhance Central Line Associated Bloodstream Infection (CLABSI) prevention efforts, the CLABSI coalition has established a structured meeting schedule with medical directors and nurse leaders. These meetings are dedicated to aligning subject matter expertise with specific needs and center around the development of unit-based action plans aimed at addressing local risk identification and mitigation strategies. Currently, Oncology, Heart and Vascular, Medicine, Interventional Radiology, and the Pediatric ICU are actively participating in ongoing collaboration with the coalition.
- The Catheter Associated Urinary Tract Infections (CAUTI) coalition has made significant strides in FY23, achieving an impressive 45% reduction in infections compared to the previous year. A standout best practice identified and currently being disseminated involves the adoption of a standardized protocol for a urine culture timeout, which was initiated by the 6 Central unit. Under this protocol, all proposed urine cultures undergo screening by the Clinical Nurse Specialist to determine their necessity and ensure the correct collection technique, resulting in a notable 43% decrease in collected specimens. This proactive approach not only eradicates contaminated specimens and CAUTIs but also contributes to an estimated cost reduction of \$5,000, encompassing both testing and infection-related expenses.

Rankings and Accolades

- UVA Health University Medical Center is ranked as Virginia's No. 1 hospital in Newsweek's Best-in-State Hospitals 2024 list.
- Neurosurgery, Oncology, and Cardiology programs have not only achieved top rankings in Virginia but have also earned a place on the prestigious 2024 list of the world's best specialized hospitals. Neurosurgery secured the No. 61 spot, underscoring UVA Health's pioneering work in focused ultrasound, a non-invasive brain surgery method for alleviating

Parkinson's disease symptoms and essential tremor. Oncology was recognized at No. 185, with the UVA Cancer Center's distinction as one of only 56 National Cancer Institute-designated Comprehensive Cancer Centers, celebrated for its globally acclaimed research and highly specialized patient care. Furthermore, Cardiology is ranked in the No. 248 position, highlighting recent research breakthroughs such as the revelation that a common chemotherapy drug could play a preventive role in heart failure.

- University Medical Center Cancer Center was ranked #1 by Newsweek for Cancer Centers in Virginia and was ranked #50 in the nation.
- UVA Health Surgical Care Riverside is ranked eighth in Newsweek's South region for 2024, making it one of "America's Best Ambulatory Surgery Centers" based on patient outcomes and recommendations from healthcare professionals.
- UVA Health Orthopedics earned a spot on Becker's Hospital Review's 2023 list of top 100 hospitals and health systems with outstanding orthopedic programs, recognized as a leader in orthopedic clinical care and musculoskeletal research, serving 200,000 patient visits and performing 10,000 surgeries in the past fiscal year.
- UVA Health earned the 2023 "Most Wired" award from the College of Healthcare Information Management Executives, which conducts a national survey of health organizations to assess the integration and impact of technology in healthcare. On a scale of 1-10, UVA Health was rated a nine in both inpatient and outpatient care — up from an eight last year.

School of Medicine Report

People

- Mariano A. Garcia-Blanco, MD, PhD, was inducted into the American Academy of Arts and Sciences in recognition of his exceptional scientific contributions. Dr. Garcia-Blanco is the F. Palmer Weber Medical Research Professor and Chair of the School of Medicine's Department of Microbiology, Immunology and Cancer Biology. He is a leading researcher into how genetic material influences immunity to disease.
- Bobby Chhabra, MD, chair of Orthopaedic Surgery and the director of the UVA Health Orthopedic Center, was selected as the vice president of the American Society for Surgery of the Hand (ASSH) and will serve as president of ASSH in 2025-2026.
- Anne M. Mills, MD, an associate professor in the Department of Pathology, was awarded the Lifetime Achievement Award from the College of American Pathologists in recognition of her years of service in pathology.

Departments

- The UVA School of Medicine appointed Colin Derdeyn, MD, a pioneer in advancing stroke care, to chair its Department of Radiology and Medical Imaging. Dr. Derdeyn comes to UVA from the University of Iowa, where he has served as chair of the Department of Radiology since 2015. Dr. Derdeyn will start at UVA on January 2, 2024.
- The UVA School of Medicine appointed Lu Q. Le, MD, PhD, a nationally renowned cancer biology researcher, as chair of the Department of Dermatology. Dr. Le comes to UVA from the University of Texas Southwestern Medical Center, where he serves as professor of dermatology and associate director of the physician-scientist track for the department residency program. Dr. Le will start at UVA on January 29, 2024.
- The UVA School of Medicine appointed Matthew J. Gurka, PhD, a national leader in child health research, as chair of the Department of Public Health Sciences. Dr. Gurka served as the vice chair of Health Outcomes and Translational Research and director of the Pediatric Research Hub at the University of Florida. Dr. Gurka will start at UVA on February 12, 2024.
- The 28 Departments and six centers completed their Department Annual Reviews in October and established their FY24 Annual Goals. For FY23, 82% of the 455 goals were accomplished!

Research

- UVA School of Medicine researchers have discovered new insights into how African and Hispanic-American people's genes influence their ability to use Omega-6 and 3 fatty acids. The findings are a step toward "precision nutrition" where diets tailored to our body's needs can help us live longer, healthier lives.
- Jianguo Tao, MD, PhD, and Michael E. Williams, MD, were awarded a four-year, \$3M award from the Leukemia & Lymphoma Society to study resistance mechanisms and enhance chimeric antigen receptor T-cell immunotherapy for mantle cell lymphoma. Dr. Tao and Dr. Williams assembled a national team of leaders in lymphoma treatment and research to tackle current treatment obstacles.
- Alex Kuan, MD, PhD, in the Department of Neuroscience, was awarded an NIH grant for \$3M to study hyperphosphorylated tau, a pathological hallmark of Alzheimer's disease. This NIH grant will identify mechanisms of toxicity and introduce tau into the animal brain to test dementia-

like symptoms and shed new insights into the pathogenesis and treatments of Alzheimer's disease.

Clinical

- Becker's Hospital Review named UVA Health Orthopedics to its 2023 list of 100 hospitals and health systems with great orthopedic programs. Becker's described UVA Health Orthopedics as "a leader in orthopedic clinical care and musculoskeletal research, providing state-of-the-art, comprehensive, and cost-effective care to patients with orthopedic disorders."
- Newsweek has ranked three specialties at UVA Health University Medical Center in the news publication's 2024 list of the World's Best Specialized Hospitals. From among tens of thousands of hospitals worldwide, UVA Health is ranked in these specialties: Neurosurgery - No. 61; Oncology - No. 185; Cardiology - No. 248.
- UVA Health and Sentara Martha Jefferson Hospital are strengthening their stroke care collaboration to better serve the needs of people in Central Virginia. The two hospitals will work in coordination to ensure patients having an acute stroke are evaluated appropriately, and if needed, stroke patients requiring complex care will be transferred to the Comprehensive Stroke Center at UVA Health.

Education

- The 46th Annual Bowman Dinner was held October 14 to honor the 2023 Bowman Scholars: Jack Lawton, Micayla Menchel, Elizabeth Wat, Simon White and Abigail Williams. These fourth-year medical students were selected in recognition of their clinical excellence during their clerkships. They exemplify the qualities of integrity, strength of character, and enthusiasm for acquisition of skills to provide the best patient care.
- The Center for Excellence in Education (CEE) welcomed the inaugural class of scholars. This group of 11 faculty consists of educators across eight departments. Over the next 18 months, the scholars will develop expertise in educational scholarship and work with mentors to produce and disseminate an educational project. The CEE Scholars Program will advance excellence in education through the development of faculty expertise in educational scholarship.

School of Nursing Report

Academics and Strategic Planning

- The School was one of 13 American nursing schools to be named a “Best School for Men in Nursing” by the American Association of Men, an annual award is bestowed to institutions with strong commitments to diversity, equity, and inclusion.
- The School’s BSN program tied for a No. 16 spot in the *U.S. News & World Report’s Best Colleges 2024 Guide* and remains Virginia’s top-ranked nursing program.
- The School’s annual White Coat and Pinning Ceremony took place Nov. 4 in Old Cabell Hall with nearly 800 students, family members, and loved ones, faculty, and staff in attendance. Ninety-two second-year BSN students donned their white coats, signifying the beginning of their clinical rotations and their transitioning to care for human, rather than simulated patients; 77 first year students received a gold pin; 25 students from the accelerated BSN program (a new fast-track transfer-in undergraduate program) and 84 third-year BSNs earned an orange pin; and 112 fourth-year BSNs earned the final pin of their nursing school career.
- Amanda Datesman, a former NICU nurse, became the School of Nursing’s library liaison at the Claude Moore Health Sciences Library.

Research and Faculty Recognition

- Clinical instructor Mary Howell was the School’s first faculty member to earn UVA Health’s “Team Member of the Month” award for teaching excellence.
- Four faculty members (and 11 alumni) were honored at the Virginia Nurses’ Association gala with “40 Under 40” awards (given every three years to outstanding nurses across the Commonwealth by the Virginia Nurses Association), including clinical instructors Brittney Harrison and Chris Lecznar, assistant professor Samantha Hudgins, and post-doctoral fellow Maria McDonald. Dean emerita Pam Cipriano was also honored with the Nancy Vance Award, VNA’s highest honor, and faculty members Richard Ridge and Ashley Apple were reinstated, respectively, as the VNA’s commissioner on workforce issues and as commissioner on government relations. The School, along with event sponsor UVA Health, was well-represented with tables, recruitment materials, and admissions personnel.
- The School honored three of its own at the American Academy of Nursing induction ceremony: Pamela Cipriano was one of six nurses named a “Living Legend,” and UVA Health nurse practitioner and alumnae Lisa Letzkus and Candace Burton, a nurse scientist at the University of Nevada, were inducted as an AAN Fellows.
- Four School of Nursing faculty and staff members are part of UVA Health’s new Leadership Institute: Hannah Crosby, CCI assistant director, assistant professor Jessie Gibson, clinical instructor Mary Howell, and assistant professor Crystal Toll. Two begin the institute in spring 2024; two begin in fall 2024.
- Assistant professor Jessie Gibson earned a three-year, \$458K National Institute for Nursing Research award for career development and to continue her investigation on mental health interventions for patients with neurodegenerative diseases like Huntington’s. Ms. Gibson was also named a junior editor of the *Journal of Clinical and Translational Science*, one of just two nurses on the 52-member editorial board.
- Associate dean Jeanne Alhusen, post-doctoral fellow Maria McDonald, and associate professor and PhD program director Kathryn Laughon earned a \$221K U3 supplement grant from the National Institutes of Health to augment Alhusen’s \$2.2M NIH grant

examining the psychosocial risks during pregnancy and their influence on birth outcomes among people with disabilities. At the annual American Academy of Nursing meeting, Ms. Alhusen was chosen to be part of an expert panel discussing disability and health and the importance of disabled students' access into nursing school.

- Betty Norman Norris Professor Kim Acquaviva earned a \$50K Rita and Alex Hillman grant to develop an LGBTQIA-inclusive intervention to facilitate conversations between clinicians and seriously ill patients about sex at the end of life. Ms. Acquaviva also published a new book, *The Handbook of LGBTQIA-Inclusive Hospice and Palliative Care*.
- Kluge-Schakat Professor Virginia LeBaron began a new fellowship at the National Cancer Institute in October. An NCI visiting scholar for 2023-2024, Ms. LeBaron is only the fourth academic ever to be so honored.
- Bjoring Center director Dominique Tobbell, the Centennial Distinguished Professor, earned an American Association for the History of Nursing (AAHN) H21 grant for a study of community health nursing and clinics between 1960 and 2010. Ms. Tobbell's book, *Dr Nurse: Science, Politics, and the Transformation of American Nursing* earned the AAHN's Lavinia Dock Award in early October at the AAHN's conference.
- In mid-November at the Sigma Biennial Convention in San Antonio, TX, assistant professor Sharon Bragg, Beta Kappa chapter president, received the UVA Sigma Theta Tau honor society's ninth Key Award, one of only a few chapters to repeatedly earn the honor. Beta Kappa is a UVA SON's 50-year-old Sigma Theta Tau honor society and, during UVA Family Weekend, inducted its latest cohort of 23 members, with remarks by clinical instructor and UVA Health nurse Meshia Jones.
- Associate professor Wiersma, a U.S. Army veteran, published an editorial in the *Daily Progress* for Veterans Day Nov. 11 titled, "I joined the military on a whim. It was the best professional decision I ever made."
- Dean Marianne Baernholdt, with UVA Health's chief nursing officer Kathy Baker, were part of a mid-November Becker's Healthcare expert panel in Chicago about how they recruit, retain, and develop nurses and nursing faculty and the distinctive initiatives offered at UVA.

Student Honors

- Master's student and VCU Health nurse Larissa Gregory was one of 42 scholars chosen for a Nurses Educational Funds Inc. scholarship from among nearly 700 applicants from around the country.
- DNP student Maureen DeSena and PhD student Sookyung Park, attended the Graduate Nursing Student Association Conference in Washington, D.C.
- PhD in nursing student and alumna Lauren Catlett earned a \$10K Springfield Research Fund Dissertation Fellowship from the American Psychological Foundation for their study to co-design and advance care planning model with input from transgender and gender-diverse adults to communicate wishes for gender-affirming care.
- A panel of nursing students who studied abroad during J-Term and summer 2023 shared their stories as part of UVA Global Week, organized by director of Global initiatives and professor Emma Mitchell. Nursing students born abroad also hosted their 2nd annual "Accent Day," doing a social media takeover and passing out international mementos and buttons to their peers.
- Accelerated BSN students Elise Nganou, along with Milo Penzell and Rebecca Bigler, were featured in a UVA Today story about the 22 month ABSN program, "From Cameroon to Charlottesville, she found her calling."

- Third-year BSN student James Edwards, RN to BSN student Francis Atangan, and fourth-year BSN students Jared Hart and Andrew Nguyen were featured in a UVA Today story titled, “Here’s why these men chose UVA Nursing.”

Philanthropy and Alumni Affairs

- Thirteen members of the Diploma Class of 1968 endowed the “Diploma Class of 1968 Legacy Award for Clinical Teaching Excellence” to recognize nursing faculty at a celebratory event with the dean in October.
- The fall print edition of *Virginia Nursing Legacy* was mailed to 13,000 alumni in early November. Additionally, the fall magazine and the School’s 2023 Annual Report was mailed to 1,000 peer institution leaders in early November. Finally, the digital magazine was also emailed to the School’s constituent groups Nov. 4, and the digital annual report was emailed to peer institution leaders on Nov. 9. The magazine and annual report earned a silver award and honorable mention from the National In-Plant Printing and Mailing Association for design.

Events

- The Compassionate Care Initiative’s (CCI) cart has re-debuted its services to the more than three dozen UVA Health units that requested its well-being resources, short mental and physical health exercises, and visits from Kenny the therapy dog, all organized by CCI assistant director Hannah Crosby monthly since August.
- The School’s IDEA initiative co-hosted a Nursing and Medicine Community Festival on Sept. 6 that attracted more than 50 nursing and medical students, faculty, and staff.
- A Sept. 19 and October 10 remembrance ceremony commemorated the life of late MSN and DNP alumna Lindsey Grizzard Braun, who died suddenly Aug. 3.
- The 32nd Lawrence Richardson United Way Day of Caring gathered 43 School of Nursing faculty and staff across several in-person and virtual volunteer opportunities, the School’s best showing to date.
- The Haney Conference for Compassionate Care at the End of Life co-sponsored a Virginia Film Festival screening of “No Ordinary Campaign” and subsequent panel.
- The Nursing Student Council and Office of Admissions and Student Services together organized a community gathering and a “mental health day” on Nov. 13 and Nov. 15 respectively. The Nov. 13 event gathered students in the Fontaine Resilience Garden to honor the three students who were slain one year ago, and featured remarks by professor Cathy Campbell, a hospice nurse and Buddhist chaplain; the Nov. 15 McLeod Hall event featured therapy dogs and treats.
- A Nov. 5 “safe space” in senior assistant dean Theresa Carroll’s Pavilion VIII home gathered more than 50 students and provided a forum for Gaza native Abdallah Aljerjawi to share his story and perspective on the Palestinian Israeli war and answer attendees’ questions about the conflict and its history.