



THE RECTOR AND VISITORS OF THE
UNIVERSITY OF VIRGINIA

December 5, 2024

MEMORANDUM

TO: The Health System Board:

Committee Members:

Paul B. Manning, Chair
Robert M. Blue
Robert D. Hardie
Stephen P. Long, M.D.

David O. Okonkwo, M.D.
The Honorable L.F. Payne
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:

Daniel M. Brody
Carlos M. Brown
U. Bertram Ellis Jr.
Marving W. Gilliam Jr.
The Honorable Paul C. Harris
John L. Nau III

Amanda L. Pillion
Rachel W. Sheridan
David F. Webb
Porter N. Wilkinson
Michael J. Kennedy, Faculty Rep.
Lisa R. Kopelnik, Student Rep.

FROM: Susan G. Harris

SUBJECT: Minutes of the Meeting of the Health System Board on December 5, 2024

The Health System Board (HSB) met, in Open Session, at 8:30 a.m., on Thursday, December 5, 2024. Mr. Paul B. Manning, Chair, presided.

Committee Members present: Robert D. Hardie, Stephen P. Long, M.D., David O. Okonkwo, M.D., The Honorable L.F. Payne, Douglas D. Wetmore, Kenneth B. Botsford, M.D., William G. Crutchfield Jr., Steven Danziger, Victoria D. Harker, Thomas A. Scully (via Zoom from Orlando, FL), James E. Ryan, Marianne Baernholdt, Jennifer Wagner Davis, Wendy M. Horton, K. Craig Kent, M.D., Melina R. Kibbe, M.D., and Margaret C. Tracci, M.D.

Member absent: Robert M. Blue

Daniel M. Brody, Carlos M. Brown, U. Bertram Ellis Jr., Marvin W. Gilliam Jr., The Honorable Paul C. Harris, Amanda L. Pillion, Rachel W. Sheridan, David F. Webb, Porter N. Wilkinson, Michael J. Kennedy, and Lisa R. Kopelnik also were present.

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

Presenters: Krista Barnes, Stephen M. Borowitz, M.D., John C. Bennett, Tracey R. Hoke, M.D., Jason Lineen, and Erik Shannon

Opening Remarks from the Chair

Mr. Manning welcomed everyone and reviewed the agenda for the meeting. He then turned to Dr. Kent to give opening remarks.

Opening Remarks from the Executive Vice President for Health Affairs

Dr. Kent began by recognizing everything UVA Health has to be grateful for:

- The demand for UVA Health services and specialized care is at a record high.
- Research is growing at an incredibly impressive rate as the Manning Institute construction progresses.
- UVA's Children's Hospital was once again named the #1 Children's Hospital in Virginia for the fourth year in a row.
- The strategic plan is moving forward, with many initiatives, across all four of our missions.

He said UVA is fortunate that all that has been invested in the last five years is now bearing fruit and success, but there are challenges: the IV fluid shortages caused by Hurricane Helene which has created a challenge for UVA over the last three months is an example. These supply shortages will continue to become more common. He thanked Paul Manning and Robert Hardie as well as the many others who have helped navigate this crisis. He said health care is evolving rapidly, becoming increasingly more competitive, and academic medicine has its own challenges as they find ways to sustain the four missions of research, education, community, and clinical care.

He spoke about the mobile van that was parked outside the Pavilion. The purpose of the van is to provide primary care services to underserved communities. It brings care closer to community neighborhoods. Thus far, UVA Health has focused on Fifeville and Southwood neighborhoods. This van was made possible thanks to a \$370K federal grant and is staffed by

individuals from the School of Nursing, the School of Medicine, and the Medical Center. The services they provide include general health check-ups, chronic disease management, pediatric care, care for minor illnesses and injuries, women's health, school, sports and camp physicals, lab tests, EKG/ECG, and much more.

Dr. Kent said yesterday the Health System received some heartbreaking news. Dr. Mark Shaffrey, longtime Chair of Neurosurgery, passed away. Mark was a "triple hoo" coming to UVA in 1987 for Medical School and also completing his residency and fellowship. After his training he served as chief of Neurosurgery at Keesler Medical Center, an Air Force hospital, and was decorated with the Meritorious Service Medal in 1997. He returned to UVA that year and founded the Neuro-Oncology Center and the Neurosurgery Clinical Trials Office. In 2006, he was appointed the David Weaver Professor and Chairman of the Department of Neurosurgery and served in that role until his passing. Dr. Shaffrey was an active researcher in neuro-oncology. He has over 125 publications and has been a principal investigator in over 40 grants and clinical trials. During his career in medicine, Dr. Shaffrey won numerous awards for laboratory investigation and clinical medicine. At UVA, in addition to his role as Chair of Neurosurgery, he also served as Associate Chief Medical Officer for Perioperative services, better known as the "Operating Room Czar." He was a leader who cared deeply about his patients, his department, and the greater University.

Dr. Shaffrey was the first chair Dr. Kent met with after coming to UVA. He said they were supposed to meet for a half hour, but two hours later, they were still talking about the future of UVA Health. He was nice, caring, accommodating, and a wonderful person. He was thoughtful and cared about people. Dr. Kent recalled getting a call that Paul Manning's son, Bryan, was injured. He said he felt helpless, but immediately called Dr. Shaffrey whose answer was "I'm on it." Five minutes after the call, he was in the Emergency Department rolling Bryan up to surgery. He saved Bryan's life. Dr. Kent and Dr. Shaffrey met every week. He said he was a friend, a confidant, and an advisor and he will miss him dearly. He then asked everyone to join him in a moment of silence to reflect on Dr. Shaffrey's passing.

Dr. Okonkwo paid a very special tribute to Dr. Mark Shaffrey as well. He had many memories of the two of them as residents that he shared, along with a number of photographs.

Use of Artificial Intelligence in Medical Record Documentation

Dr. Stephen Borowitz gave a presentation explaining the use of Artificial Intelligence in medical record documentation. As part of his presentation, he gave a live demonstration where he posed as the physician and Chip Murray posed as a patient. He went over all the necessary medical questions a doctor would ask of a patient. At the end of the presentation, it showed the end result using AI in documenting for the medical record.

Closed Session

At 9:25 a.m., the committee convened in closed session upon the following motion made by Dr. Okonkwo, duly seconded, and approved by unanimous voice vote.

- "Mr. Chair, I move that we go into closed session 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 2025, 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 11:55 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 Dr. Okonkwo and duly seconded and approved by roll call vote.

Voting in the affirmative:

Paul B. Manning
Robert D. Hardie
Stephen P. Long, M.D.
David O. Okonkwo, M.D.
The Honorable L.F. Payne
Douglas D. Wetmore
William G. Crutchfield Jr.
Steven Danziger
Victoria D. Harker

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. Erik Shannon gave the financial report. During the first three months of operations in FY2025, UVA Health's operating income is unfavorable to budget. This is driven primarily by lower acuity accompanied by higher average length of stay.

	Operating Income			Operating Margin		
	Actual	Budget	Pr Year	Actual	Budget	Pr Year
Medical Center	12	27	29	1.6%	4.0%	4.4%
Community Health	(8)	1	(9)	-5.4%	0.9%	-6.5%
UPG	(4)	(4)	(1)	-2.8%	-2.4%	-0.6%
SOM	2	(0)	1	1.0%	-0.1%	0.7%
SON	0	(0)	(0)	0.3%	-3.4%	-2.3%
Health Sciences Library	1	0	0	39.3%	6.1%	5.5%
Support/Transfers/Elims	(21)	(14)	(14)			
UVA Health	(18)	10	6	-1.6%	0.9%	0.6%
One-Time HS Activity	-	-	(1)			
UVA Health including 1-Time	(18)	10	5	-1.6%	0.9%	0.5%

UVA Medical Center (MC)

Through the first three months of FY25, operating income was \$12M, which was unfavorable to budget and resulted in a 1.6% operating margin. Net revenue results were driven by strong volumes. The all-payer case mix index and length of stay were 2.25 and 7.15 days, respectively. The operating margin includes imaging, dialysis, home health and outpatient pharmacy services. Progress has been steady in reducing the use of external nurse travelers and other contract labor, but staffing and compensation pressure remains high. The cost of premium pay, overtime, and bonuses needed to fill open shifts with employed nurses is up, driving labor \$29M unfavorable to budget (10%). Total expenses adjusted for volume and acuity were 4% unfavorable to budget, driven by pharmaceutical expense, inflation, and labor challenges. In total, the MC generated \$44M in operating cash (EBITDA) after transfers.

Total paid employees, including contracted employees, were 454 over budget. This variance is partially driven by a large number of new grad hires, approximately double the budgeted amount, who were non-productive due to orientation and training. Many of the incremental new hires will allow contract labor to be further reduced in the future. Contract labor is composed of 623 FTEs, of which 342 are nurse travelers.

UVA Community Health (CH)

Through the first three months of FY25, CH operating loss was \$8M, which was unfavorable to budget but favorable to prior year. The loss was the result of operations in July and August, with

the month of September breaking even. CH had strong inpatient, outpatient, and ED volumes all ahead of budget and prior year. Surgeries were below budget and prior year, partially due to one provider leaving the market and one retirement. In total CH generated \$4M in operating cash (EBITDA).

UVA Physicians Group (UPG)

UPG finished the first quarter of FY25 with an operating deficit of \$4M, which was in line with budget. Unfavorable results were driven by lower than expected patient services revenue, despite patient volumes that were favorable to budget. The results include \$12M in transfers to support the Academic mission.

UVA School of Medicine (SOM)

Through the first quarter of FY25, the SOM generated a \$2M surplus yielding a \$2M favorable variance to budget. Favorable gift and Health System revenues are contributing to this result, which is partly offset by a budgeted support request from the University that is not being received. This support was intended to fund capital renovations which will not be undertaken.

UVA School of Nursing (SON)

Through the first quarter of FY25, the SON generated operating income in-line with budget. Overall revenue had a slightly positive variance, attributable to higher returns on grants and gifts. Personnel is favorable driven by vacancies, which is offset by purchase service expense associated with temp and contractor costs. SON is on track to meet its budget.

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

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep FY23	Sep FY24	Sep FY25	Sep FY25
Net patient revenue	\$688.3	\$755.9	\$838.5	\$815.2
Other revenue	<u>18.6</u>	<u>37.8</u>	<u>25.9</u>	<u>37.3</u>
Total operating revenue	<u>\$706.8</u>	<u>\$793.7</u>	<u>\$864.4</u>	<u>\$852.5</u>
Operating expenses	653.5	717.5	801.2	763.1
Depreciation	39.2	47.2	48.8	50.4
Interest expense	<u>5.9</u>	<u>10.7</u>	<u>10.7</u>	<u>10.2</u>
Total operating expenses	<u>\$698.6</u>	<u>\$775.3</u>	<u>\$860.7</u>	<u>\$823.7</u>
Operating income (loss)	<u>\$8.2</u>	<u>\$18.3</u>	<u>\$3.8</u>	<u>\$28.8</u>
Non-operating income (loss)	<u>(36.4)</u>	<u>(36.5)</u>	<u>26.6</u>	<u>(13.5)</u>
Net income (loss)	<u>(\$28.1)</u>	<u>(\$18.2)</u>	<u>\$30.4</u>	<u>\$15.3</u>
Principal payment	\$5.4	\$9.4	\$10.1	\$10.1

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

Description	Most Recent Three Fiscal Years		
	Sep FY23	Sep FY24	Sep FY25
Assets			
Operating cash and investments	338.0	64.1	92.1
Patient accounts receivables	367.3	423.4	481.9
Property, plant and equipment	1,612.3	1,633.4	1,607.5
Depreciation reserve and other investments	412.9	424.1	474.8
Endowment Funds	865.3	854.0	935.9
Other assets	477.6	701.5	651.9
Total Assets	<u>\$4,073.4</u>	<u>\$4,100.5</u>	<u>\$4,244.1</u>
Liabilities			
Current portion long-term debt	36.6	38.5	36.0
Accounts payable & other liab	353.8	428.7	330.1
Long-term debt	867.5	834.7	794.8
Accrued leave and other LT liab	<u>570.2</u>	<u>470.0</u>	<u>468.7</u>
Total Liabilities	<u>\$1,828.1</u>	<u>\$1,771.9</u>	<u>\$1,629.5</u>
Fund Balance	<u>\$2,245.3</u>	<u>\$2,328.6</u>	<u>\$2,614.6</u>
Total Liabilities & Fund Balance	<u>\$4,073.4</u>	<u>\$4,100.5</u>	<u>\$4,244.1</u>

**University of Virginia Medical Center
Financial Ratios**

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep FY23	Sep FY24	Sep FY25	Sep FY25
Operating margin (%)	1.2%	2.3%	0.4%	3.4%
Current ratio (x)	1.8	1.0	1.6	2.0
Days cash on hand (days)	189	137	143	190
Gross accounts receivable (days)	67.2	62.3	55.2	50.0
Annual debt service coverage (x)	1.5	2.0	4.3	3.6
Debt-to-capitalization (%)	30.1%	28.5%	25.2%	34.0%
Capital expense (%)	6.5%	7.5%	6.9%	7.4%

**University of Virginia Medical Center
Operating Statistics**

Description	Most Recent Three Fiscal Years			Budget/Target
	Sep FY23	Sep FY24	Sep FY25	Sep FY25
Acute Discharges	25,688	7,047	7,715	7,393
Patient days	196,785	49,048	53,961	51,455
Observation Billed Encounters	6,284	1,601	1,487	1,675
All Payor CMI Adj Avg Length of Stay	3.20	2.99	3.18	3.00
OP Billed Encounters	907,408	232,427	246,580	233,267
ER Billed Encounters	41,975	12,993	13,197	12,683
All Payor CMI	2.36	2.28	2.25	2.32
FTE's (including contract labor)	8,891	9,974	10,772	10,318

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, 2024 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		Actual	Budget	% Variance	Prior Year
DISCHARGES					ACUTE INPATIENTS				
Medical Center	7,715	7,393	4.4%	7,047	Inpatient Days - MC	53,961	51,455	4.9%	49,048
Community Health	3,805	3,445	10.4%	3,417	Inpatient Days - CH	13,637	13,635	0.0%	13,196
Total Discharges	11,520	10,838	6.3%	10,464	All Payor CMI Adjusted ALOS - MC	3.18	3.00	6.0%	2.99
Adjusted Discharges - MC	18,681	17,375	7.5%	16,772	All Payor CMI Adjusted ALOS - CH	2.52	2.73	7.7%	2.80
Adjusted Discharges - CH	12,394	11,200	10.7%	10,874	Average Daily Census - MC	587	559	4.9%	533
Total Adjusted Discharges	31,075	28,575	8.8%	27,646	Average Daily Census - CH	148	148	0.0%	143
CASE MIX INDEX					BIRTHS				
All Payor CMI - MC	2.25	2.32	(3.1%)	2.28	Births - MC	611	661	(7.6%)	574
All Payor CMI - CH	1.42	1.45	(2.1%)	1.38	Births - CH	703	656	7.2%	643
OUTPATIENT BILLED ENCOUNTERS					SURGICAL CASES				
Medical Center	246,580	233,267	5.7%	232,427	UVA Main Hospital Operating Room	5,198	5,034	3.3%	5,022
Community Health	52,586	49,082	7.1%	47,651	Battle	2,916	2,987	(2.4%)	2,931
Emergency Room - MC	13,197	12,683	4.1%	12,993	Monticello Surgery Center	1,797	1,843	(2.5%)	1,984
Emergency Room - CH	29,182	28,684	1.7%	28,368	Orthopedic Center	383	372	3.0%	342
					Community Health	1,956	2,077	(5.8%)	2,042
					Total	12,250	12,313	(0.5%)	12,321
OPERATING FINANCIAL MEASURES									
REVENUES and EXPENSES - Year to Date					OTHER INSTITUTIONAL MEASURES - Year to Date				
	Actual	Budget	% Variance	Prior Year		Actual	Budget	% Variance	Prior Year
NET REVENUES					NET REVENUE BY PAYOR				
Net Patient Service Revenue	\$838,474	\$815,250	2.8%	\$755,864	Medicare	\$246,279	\$242,788	1.4%	\$224,198
Other Operating Revenue	25,949	37,256	(30.3%)	37,816	Medicaid	\$169,320	\$164,940	2.7%	\$157,313
Total	\$864,423	\$852,506	1.4%	\$793,680	Commercial Insurance	\$71,227	\$75,069	(5.1%)	\$77,987
EXPENSES					OTHER				
Salaries, Wages & Contract Labor	\$400,453	\$372,774	(7.4%)	\$357,741	Collection % of Gross Billings	28.7%	28.8%	(0.5%)	29.2%
Supplies	246,981	224,338	(10.1%)	208,869	Days of Revenue in Receivables (Gross)	55.2	50.0	(10.3%)	62.3
Contracts & Purchased Services	153,717	165,947	7.4%	150,892	CMI Adjusted Cost per Adjusted Discharge	\$18,390	\$18,215	(1.0%)	\$18,238
Depreciation	48,785	50,432	3.3%	47,181	Total FTEs (including Contract Labor)	13,294	12,833	(3.6%)	12,374
Interest Expense	10,723	10,226	(4.9%)	10,656	FTEs Per CMI Adjusted Discharge	104.0	103.9	(0.1%)	106.2
Total	\$860,660	\$823,717	(4.5%)	\$775,340					
Operating Income	\$3,763	\$28,789	(86.9%)	\$18,340					
Operating Margin %	0.4%	3.4%		2.3%					

University of Virginia Medical Center

SUMMARY OF OPERATING STATISTICS AND FINANCIAL PERFORMANCE MEASURES

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: Signatory Authority for Medical Center Contract

On motion, duly seconded, the committee approved the following resolution for recommendation to the full Board:

SIGNATORY AUTHORITY FOR MEDICAL CENTER CONTRACT WITH COMPASS GROUP USA, INC.

RESOLVED, the Board of Visitors authorizes the Executive Vice President and Chief Operating Officer to execute the contract on behalf of the Medical Center with Compass Group USA, Inc. for environmental services and food & nutrition services.

Action Item: Credentialing and Recredentialing Actions

On motion, duly seconded, the committee approved the following credentialing resolutions:

RECOMMENDED CREDENTIALING AND REREDENTIALING 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 including the granting of specific privileges to the following practitioners are approved:

Craddock, Ashley, M.D., Pathologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: November 1, 2024 through October 1, 2027; Privileged in Pathology.

Gosain, Ankush, M.D., Pediatric Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: November 15, 2024 through September 1, 2027; Privileged in Surgery.

Holland, Matthew, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: November 1, 2024 through June 30, 2027; Privileged in Anesthesiology.

LaPorta, Matthew, D.O. Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: December 1, 2024 through December 1, 2027; Privileged in Surgery.

Morrison, Seth, M.D., Pediatric Gastroenterologist in the Department of Pediatrics; Attending Staff Status; Period of Appointment: November 1, 2024 through June 1, 2027; Privileged in Pediatrics.

Vest, Haley, D.O., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: November 4, 2024 through November 1, 2027; Privileged in Medicine.

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 including the granting of specific privileges to the following practitioners are approved:

Anderson, Caitlin, Ph.D., Psychologist in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Psychology.

Barcia, John, M.D., Pediatric Nephrologist in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Pediatrics.

Barros, Diane, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Becker, Robert, M.D., Hospitalist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Behm, Brian, M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Bilchick, Kenneth, M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Borowitz, Stephen, M.D., Pediatric Gastroenterologist in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2026. Privileged in Pediatrics.

Boggs, Sarah, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Pediatrics

Bose, Subhasish M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Brown, Sue, M.D., Endocrinologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Castro, Barbara, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Anesthesiology.

Cooper, Minton, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Orthopedic Surgery.

D'Abreu, Anelyssa, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Neurology.

Deal, Dylan, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Orthopedic Surgery.

Elmore, Brett, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Anesthesiology.

Fang, Gary, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Pediatrics.

Froh, Deborah, M.D., Pediatric Pulmonologist in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2026. Privileged in Pediatrics.

Fuchs, Kathleen, Ph.D., Psychologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Psychology.

Gaughan, Elizabeth, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Hall, Richard, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Hryvniak, David, D.O., Physiatrist in the Department of Physical Medicine and Rehabilitation; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Physical Medicine and Rehabilitation.

Kirby, Jennifer, M.D., Endocrinologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Kripalani, Sanjay, M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Emergency Medicine.

Lounsbury, Heather, M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Emergency Medicine.

Lunardi, Nadia, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Anesthesiology.

McNamara, Coleen, M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Marchi, Enrica, M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Mehta, Rahul, M.D., Hospitalist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Mutter, Mary, M.D., Physician in the Department of Emergency Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Emergency Medicine.

Noland, Mary-Margaret, M.D., Dermatologist in the Department of Dermatology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Dermatology.

Overby, Terry, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Penberthy, Jennifer, Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Psychology.

Pinkerton, JoAnn, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Obstetrics and Gynecology.

Platts-Mills, Thomas, M.D., Immunologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Powell, Steven, M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Powers, Robert, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Prum, Bruce, M.D., Ophthalmologist in the Department of Ophthalmology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2025. Privileged in Ophthalmology.

Ragosta, Michael, M.D., Cardiologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Reynolds, Pamela, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Ruiz, Phillip, M.D., Transplant Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2024. Privileged in Surgery.

Scharf, Rebecca, M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Pediatrics.

Shaffrey, Catherine, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Anesthesiology.

Shah, Neeral, M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Shipley, Patricia, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Neurology.

Singh, Karen, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Anesthesiology.

Siragy, Helmy, M.D., Endocrinologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Solorzano, Guillermo, M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Neurology.

Somerville, Lindsay, M.D., Pulmonologist in the Department of Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Medicine.

Statuta, Siobhan, M.D., Physician in the Department of Family Medicine; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Family Medicine.

Theodore, Danny, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Anesthesiology.

Waller, Eva, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Anesthesiology.

Yang, Zequan, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Reappointment: November 30, 2024, through November 29, 2027. Privileged in Surgery.

3. SECONDARY APPOINTMENTS TO THE CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the secondary appointment to the clinical staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioner are approved:

Statuta, Siobhan, M.D., Physician in the Department of Physical Medicine and Rehabilitation; Attending Staff Status; Period of Secondary Reappointment: November 30 2024, through November 29, 2027; Privileged in Physical Medicine and Rehabilitation.

4. 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:

Conway, Brian, M.D., Ophthalmologist in the Department of Ophthalmology; Attending Staff Status; Effective Date of Retirement: October 1, 2024.

Frey, Aaron, D.O., Physician in the Department of Emergency Medicine; Attending Staff Status; Effective Date of Resignation: October 1, 2024.

Gossett, Katherine, M.D., Otolaryngologist in the Department of Otolaryngology; Attending Staff Status; Effective Date of Resignation: June 30, 2024.

Hanks, John, M.D., Surgeon in the Department of Surgery; Honorary Staff Status; Effective Date of Demise: October 9, 2024.

Hilton-Buchholz, Ebony, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective Date of Resignation: November 1, 2024.

Karcioglu, Zeynel, M.D., Ophthalmologist in the Department of Ophthalmology; Attending Staff Status; Effective Date of Retirement: October 1, 2024.

Klavans, Madison, M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Effective Date of Resignation: June 30, 2024.

Mendelson, Andrew, D.O., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective Date of Resignation: October 21, 2024.

O'Brien, Joseph, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Effective Date of Resignation: November 1, 2024.

Roehrs, Philip, M.D., Pediatric Hematologist Oncologist in the Department of Pediatrics; Attending Staff Status; Effective Date of Resignation: August 25, 2024.

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:

Bedard, Lauren, R.N., N.P., Clinical Nurse Specialist in the Department of Medicine; Period of Privileging: October 13, 2024 through October 12, 2027; Privileged as a Clinical Nurse Specialist.

Buckley, Meredith, P.A., Physician Assistant in the Department of Anesthesiology; Period of Privileging: November 11, 2024 through November 10, 2027; Privileged as a Physician Assistant.

Cubero, Jhenyfeir, R.N., N.P., Certified Nurse Midwife in the Department of Obstetrics and Gynecology; Period of Privileging: October 14, 2024 through October 13, 2027; Privileged as a Certified Nurse Midwife.

Griffiths, Tiffany, R.N., N.P., Family Nurse Practitioner in the Department of Family Medicine; Period of Privileging: October 28, 2024 through October 27, 2027; Privileged as a Family Nurse Practitioner.

Heimberg, Alex, P.A., Physician Assistant in the Department of Anesthesiology; Period of Privileging: November 11, 2024 through November 10, 2027; Privileged as a Physician Assistant.

Kaufman, Corah, P.A., Physician Assistant in the Department of Medicine; Period of Privileging: October 14, 2024 through October 13, 2027; Privileged as a Physician Assistant.

Lanser, Kristi, R.N., N.P., Neonatal Nurse Practitioner in the Department of Pediatrics; Period of Privileging: November 10, 2024 through November 9, 2027; Privileged as a Neonatal Nurse Practitioner.

Lee, Yeajoo, R.N., N.P., Family Nurse Practitioner in the Department of Family Medicine; Period of Privileging: October 28, 2024 through October 27, 2027; Privileged as a Family Nurse Practitioner.

Lindsey, Morgan, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: November 11, 2024 through November 10, 2027; Privileged as a Pediatric Nurse Practitioner.

Meranda, Jenna, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: November 10, 2024 through November 9, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Parrish, Anna, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: November 10, 2024 through November 9, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Taylor, Haley, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: October 14, 2024 through October 13, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Thal-Larsen, Rachel, P.A., Physician Assistant in the Department of Medicine; Period of Privileging: October 28, 2024 through October 27, 2027; Privileged as a Physician Assistant.

Wiley, Anthesnia, R.N., N.P., Neonatal Nurse Practitioner in the Department of Pediatrics; Period of Privileging: November 11, 2024 through November 10, 2027; Privileged as a Neonatal Nurse Practitioner.

Woods, James, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: October 14, 2024 through October 13, 2027; Privileged as a Certified Registered Nurse Anesthetist.

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:

Benes, Judith, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Period of Privileging: December 5, 2024 through December 4, 2027; Privileged as a Certified Registered Nurse Anesthetist.

Burgess, Isabel, P.A., Physician Assistant in the Department of Medicine; Period of Privileging: December 13, 2024 through December 12, 2027; Privileged as a Physician Assistant.

Carrico, Johnnie, R.N., N.P., Autonomous Family Nurse Practitioner in the Department of Medicine; Period of Privileging: December 7, 2024 through December 6, 2027; Privileged as an Autonomous Family Nurse Practitioner.

Conrad, Kimberly, R.N., N.P., Family Nurse Practitioner in the Department of Medicine; Period of Privileging: December 7, 2024 through December 6, 2027; Privileged as a Family Nurse Practitioner.

Doremus-Daniel, Brenda, L.C.S.W., Licensed Clinical Social Worker in the Department of Medicine; Period of Privileging: December 20, 2024 through December 19, 2027; Privileged as a Licensed Clinical Social Worker.

Giesel, Bethany, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Period of Privileging: January 1, 2025 through December 31, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Gilday, Emily, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: December 27, 2024 through December 26, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Hands, Rebecca, R.N., N.P., Acute Care Nurse Practitioner in the Department of Neurosurgery; Period of Privileging: December 22, 2024 through December 21, 2027; Privileged as an Acute Care Nurse Practitioner.

Jackson, Mary Jane, R.N., N.P., Family Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 22, 2024 through December 21, 2027; Privileged as a Family Nurse Practitioner.

Karns, Logan, G.C., Genetic Counselor in the Department of Obstetrics and Gynecology; Period of Privileging: December 13, 2024 through December 12, 2027; Privileged as a Genetic Counselor.

Payne, Heather, R.N., N.P., Women's Health Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 14, 2024 through December 13, 2027; Privileged as a Women's Health Nurse Practitioner.

Peregoy, Leslie, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Privileging: December 20, 2024 through July 6, 2027; Privileged as a Pediatric Nurse Practitioner.

Roberts, Connie, R.N., N.P., Adult Nurse Practitioner in the Department of Surgery; Period of Privileging: December 9, 2024 through December 8, 2027; Privileged as an Adult Nurse Practitioner.

Robertson, Matthew, R.N., N.P., Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: December 12, 2024 through December 11, 2027; Privileged as an Acute Care Nurse Practitioner.

Seid, Eleanor, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Neurology; Period of Privileging: December 15, 2024 through December 14, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Stephens, Sara, Ph.D., Licensed Clinical Social Worker in the Department of Pediatrics; Period of Privileging: December 10, 2024 through December 9, 2027; Privileged as a Licensed Clinical Social Worker.

Thomas, Martha, G.C., Genetic Counselor in the Department of Medicine; Period of Privileging: December 21, 2024 through December 12, 2027; Privileged as a Genetic Counselor.

Thomas, Matthew, G.C., Genetic Counselor in the Department of Pediatrics; Period of Privileging: December 13, 2024 through December 12, 2027; Privileged as a Genetic Counselor.

Ventura, Karen, G.C., Genetic Counselor in the Department of Obstetrics and Gynecology; Period of Privileging: December 21, 2024 through December 20, 2027; Privileged as a Genetic Counselor.

Yowell-Many, Alycia, R.N., N.P., Family Nurse Practitioner in the Department of Obstetrics and Gynecology; Period of Privileging: December 15, 2024 through December 14, 2027; Privileged as a Family Nurse Practitioner.

7. 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:

Gilday, Emily, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Otolaryngology; Period of Secondary Reappointment: December 27, 2024, through December 26, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Peregoy, Leslie, R.N., N.P., Pediatric Nurse Practitioner in the Department of Pediatrics; Period of Secondary Reappointment: December 20, 2024, through July 6, 2027; Privileged as a Pediatric Nurse Practitioner.

8. 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:

Brown, Sarah, R.N., N.P., Autonomous Family Nurse Practitioner in the Department of Radiology and Medical Imaging; Date Change of Privilege Status Change: November 19, 2024 through November 18, 2027; Privileged as an Autonomous Family Nurse Practitioner.

Conrad, Kimberly, R.N., N.P., Autonomous Family Nurse Practitioner in the Department of Medicine; Date Change of Privilege Status Change: November 19, 2024 through November 18, 2027; Privileged as an Autonomous Family Nurse Practitioner.

Floyd, Benjamin, R.N., N.P., Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Date of Location Change: November 10, 2024 through November 9, 2027; Privileged as an Adult Gerontology Acute Care Nurse Practitioner.

Good, Stephanie, P.A., Physician Assistant in the Department of Medicine; Date of Location Change: November 10, 2024 through November 9, 2027; Privileged as a Physician Assistant.

Middlekauff, Robert, P.A., Physician Assistant in the Department of Surgery; Date of Date Change: December 10, 2024 through December 9, 2026; Privileged as a Physician Assistant.

Noble, Melody, R.N., N.P., Autonomous Adult Gerontology Acute Care Nurse Practitioner in the Department of Medicine; Date of Change in Privilege Status Change: November 19, 2024 through October 1, 2027; Privileged as an Autonomous Adult Gerontology Acute Care Nurse Practitioner.

Simons, Ashley, R.N., N.P., Autonomous Acute Care Nurse Practitioner in the Department of Medicine; Date Change of Privilege Status Change: November 19, 2024 through September 22, 2027; Privileged as an Autonomous Acute Care Nurse Practitioner.

9. 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:

Ide, Christina, P.A., Physician Assistant in the Department of Medicine; Additional Privileges for Bone Marrow Biopsy and Aspiration. Period of Privileging: November 8, 2024 through August 18, 2027; Privileged Physician Assistant.

Mandus, Courtney, P.A., Physician Assistant in the Department of Otolaryngology; Additional Privileges for Rigid Nasal Endoscopy. Period of Privileging: November 8, 2024 through September 15, 2027; Privileged Physician Assistant.

10. 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:

Fulks, Lois, R.N., N.P., Family Nurse Practitioner in the Department of Radiology and Medical Imaging; Effective Date of Retirement: October 1, 2024.

Lindsay, Raymond, R.N., N.P., Certified Registered Nurse Anesthetist in the Department of Anesthesiology; Effective Date of Termination: October 23, 2024.

Tucker, Shannon, P.A., Physician Assistant in the Department of Medicine; Effective Date of Resignation in Secondary Appointment: October 16, 2024.

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 11:59 a.m.

SGH:ddr

These minutes have been posted to the University of Virginia's Board of Visitors website:
<https://bov.virginia.edu/committees/health-system-board>

ATTACHMENTS

MEDICAL CENTER REPORT

People

- University Medical Center has successfully maintained turnover rates below national averages. As of September 2024, the overall voluntary turnover rate was 11.8%, compared to the national average of 20.7% and 22.2% in the South-East region. Specifically, the nursing turnover rate has returned to pre-pandemic levels at 9.9%, significantly lower than the national average of 18.4% and the regional rate of 19%.
- The number of external travelers has continued to decrease. The Full-Time Equivalent (FTE) of external travelers dropped from 876 in February 2023 to successfully achieve the goal of 336 in September 2024.
- UVA Health's "Earn While You Learn" program continues to play a key role in addressing critical staffing shortages and providing valuable career pathways and opportunities for the community. Since its inception in June 2022, the program has successfully graduated over 450 new team members. This fall, a nursing ADN program has been introduced while more advanced training programs are in development.
- The Fall-Back Celebration was held on Nov 2 from midnight to 1:30 am to recognize team members who work an extra hour. The event featured 80's music, department displays, fresh fruit, cookies, and, most importantly, coffee and espresso. More than 600 team members joined the celebration!
- The Medical Center employee gym is progressing well and is scheduled to open late December on the first floor of the Battle Building. The concept for this gym originated from the Spark Competition and is being planned by front-line team members.
- The UVA Health Leadership Institute launched its third cohort in October 2024. The program's primary goal is to create pathways for internal team members to advance into leadership roles within UVA Health and is a key component of our strategic plan to become the best place to work.

Clinical and Operational

- UVA Health Children's was ranked the #1 children's hospital in Virginia by U.S. News & World Report for the 4th consecutive year. The 2024-25 "Best Children's Hospitals" guide also recognized eight UVA Health Children's specialties among the top 50 nationally, reflecting the comprehensive, high-quality care provided by UVA Health's pediatric specialists and care teams. The ranked specialties include Neonatology (26th), Pediatric Nephrology (28th), Pediatric Cardiology & Heart Surgery (33rd), Pediatric Gastroenterology & GI Surgery (43rd), Pediatric Pulmonology & Lung Surgery (43rd), Pediatric Orthopedics (46th), Pediatric Neurology & Neurosurgery (48th), and Pediatric Diabetes & Endocrinology (49th).
- UVA Health System was named on the Forbes 2024 list of "America's Best Employers by State." Ranking at #41 for overall best employers in the state of Virginia, #40 Best Employers for Women, #106 Best Employers for Diversity, and #117 America's Best Large Employers.
- UVA Health Population Health Interactive Home Monitoring Program was highlighted in the 2024 Gage Awards by America's Essential Hospitals for Excellence and Innovation in Care. The awards recognize hospitals for successful projects that improve care quality and population health, particularly for those facing social and financial barriers.
- UVA Health University Medical Center was recognized in the 2024 edition of Becker's Hospital Review "Great Hospitals in America" list, celebrated for its clinical excellence, commitment to patient safety, innovation, research, education, and high patient satisfaction.
- UVA Health Medical Center was ranked Among America's Best Specialized Hospitals by Newsweek. Ranking criteria include surveys of specialists in each field, hospital quality metrics and patient-experience surveys. The following seven specialties at the Medical Center and UVA

Health Children's are ranked #1 in Virginia and among the top 50 nationally by national news publication Newsweek: America's best children's hospitals (Gastroenterology: No. 27, Cardiology: No. 30, Endocrinology: No. 30); America's best orthopedic hospitals: No. 31; America's best neurological hospitals: No. 37; America's best cardiac hospitals: No. 40; and America's best cancer hospitals: No. 44.

- UVA Health recently opened a new Family and Sports Medicine Clinic in Centreville, Virginia. The clinic provides primary care services for all ages, with a specialization in sports medicine.
- Happy 40th Anniversary to UVA Health Pegasus Air! The flight rescue arm of UVA Health's Medical Transport Network — celebrated its 40th anniversary of service, transporting more than 20,000 patients. UVA Health's Medical Transport Network now includes about 20 flight nurses and paramedics, 10 neonatal and pediatric specialists, and more than 50 emergency medical services providers.

Regulatory, Quality and Safety

- UVA Medical Center and its provider-based clinics underwent a full onsite Joint Commission (TJC) triennial survey. This survey is conducted every three years and is patient-centered and quality of care focused. In addition, the survey is also learning experience for the hospital to ensure regulatory compliance and best-practice approaches to provide safe and high-quality care to patients. Accreditation is valid up to 36 months (three years).
 - As of 9/4/2024 and effective 5/18/2024, UVA Medical Center and its provider-based clinics received reaccreditation by TJC.
 - As of 9/4/2024 and effective 5/17/2024, UVA Medical Center Continuum Home Health received deeming accreditation status by TJC under the Comprehensive Home Care Accreditation Manual.
- UVA Medical Center received recertification by The Joint Commission for the Advanced Comprehensive Stroke Center Program.
- UVA Medical Center Inpatient Psychiatry completed a successful annual review by the Department of Behavioral Health & Developmental Services (DBHDS) Office of Licensing.
- On October 1, 2024, UVA Health University Medical Center submitted the 2024 Magnet document to be reviewed by the American Nurses Credentialing Center (ANCC) Magnet Recognition Program® as a first step in redesignation. The Magnet Recognition Program designates organizations worldwide where nursing leaders successfully align their nursing strategic goals to improve the organization's patient outcomes. There are only 613 Magnet-designated organizations across the world; just 9.7% of hospitals in the United States have Magnet designation. UVA Health University Medical Center was previously designated in 2006, 2015, and 2020.
- Patient experience continues to be a focus, in the first quarter of fiscal year 2025, the inpatient experience score continued to improve reaching 76.4, an improvement of 0.2 over FY24. Inpatient leaders are enhancing patient experience by integrating Patient Safety Risk Rounds into their routines, holding weekly discussions focused on safety and care improvement. The outpatient clinic experience has shown consistent improvement, trending upward since 2022 and increasing by 0.3 compared to the close of last year.
- Transparency combined with clear, timely, and compassionate communication with patients are the keys to a positive patient experience. The Transparency Star Ratings and patient comments are now featured on most UVA medical practice provider profiles on uvahealth.com, with providers collectively earning an impressive 4.8-star rating out of five.

SCHOOL OF MEDICINE REPORT

People

- Scott Hollenbeck, M.D., chair of the UVA Department of Plastic Surgery, Maxillofacial, and Oral Health, has been named president of the American Society of Plastic Surgeons, the world's largest organization of board-certified plastic surgeons. He assumed office on September 29, 2024, at the Society's annual meeting in San Diego.
- Shayn Peirce-Cottler, PhD, was awarded the 2024 Eugene M. Landis Award by the Microcirculatory Society for her lab's groundbreaking research in microcirculation. This prestigious award, established in 1969, recognizes outstanding investigators in the field. Her lab focuses on understanding how micro vessels grow and adapt, aiming to develop therapies for tissue engineering, regeneration, and disease prevention.
- Dr. William Petri, from the Division of Infectious Diseases, received the prestigious 2024 NIH Director's Award, for his impactful work demonstrating that a single dose of azithromycin reduces maternal sepsis during labor. The study involved over 29,000 women from low- and middle-income countries.

Departments

- The Department of Biomedical Engineering (BME) held its third annual Emerging Leaders in Biomedical Engineering Symposium. More than 100 BME community members attended the event, which concluded with a career panel for BME graduate students. This symposium provided a window to the future of the field of biomedical engineering.
- More than 100 graduates of the Interventional Radiology Technologist Program and their family members returned to Charlottesville to celebrate the 50th anniversary of this program, now named the Charles J. Tegtmeier Program of Interventional Radiology. Since its inception, the program has trained 263 IR technologists. And while more than a third of the graduates remained at UVA for some or all of their career, those who wanted other opportunities were always in high demand after graduating from the esteemed program.

Research

- Steven D. Munger, PhD, professor and co-director of research in the Department of Otolaryngology, received a \$2.6M grant from the National Institute on Deafness and Other Communication Disorders. The grant supports his research on how smell function changes in normal and pathological conditions. This study aims to establish normative ranges for smell function, similar to biomarkers like blood pressure or cholesterol, a critical step toward making smell testing a routine part of healthcare.
- The National Institute on Aging awarded a \$4.1M R01 grant to a team led by Ling Qi, PhD, chair of Molecular Physiology and Biological Physics at UVA, and Zhen Zhao, PhD, of USC. This grant will support research into the mechanisms driving Alzheimer's disease. The team will investigate how the STING pathway interacts with the endoplasmic reticulum-associated degradation system in the context of Alzheimer's disease.
- Bettina Winckler, PhD, professor of Cell Biology and Chan Choo Yap, PhD, an assistant professor in the Winckler Lab, were awarded a \$2.8M NIH grant, titled "Organization and Function of Neuronal Endosomes," which marks the fourth renewal of this grant now in year 21 of funding.

Clinical

- *Bloomberg Businessweek* highlighted UVA Health's pioneering role in focused ultrasound technology, featuring neurosurgeon Jeff Elias, M.D., and his success treating essential tremor. The article discussed a patient's experience with brain tumor surgery and Neurosurgery Professor Neal Kassell, M.D.'s hope that focused ultrasound could become a noninvasive outpatient treatment for tumors within five years. UVA's advancements in this field have led to FDA approval for treating Parkinson's disease and essential tremor.
- Dr. JoAnn Pinkerton led groundbreaking research showing that the investigational drug elinzanetant significantly reduces hot flash frequency and severity in menopausal women. Published in *JAMA*, the study highlights elinzanetant as a promising, non-estrogen alternative for women who cannot or prefer not to take hormone therapy. In phase 3 trials, participants reported rapid symptom improvement, better sleep, and enhanced quality of life, with only mild side effects. Dr. Pinkerton emphasizes the drug's potential to address the unmet needs of women affected by bothersome menopausal symptoms, improving both daily functioning and well-being without hormone-related risks.

Education

- The School of Medicine proudly welcomed the Class of 2028 medical students at the White Coat Ceremony on August 16 commemorating the beginning of their medical careers. During the ceremony, 156 new M.D. students received white coats. The UVA School of Medicine Class of 1965 generously endows this ceremony each year. These 156 students were selected from a pool of 5872 applicants. Their mean GPA is 3.85, and mean MCAT score 517 (94th percentile).
- UVA Biomedical Sciences Graduate Program (BIMS) welcomed 73 first-year graduate students to start their initial round of lab rotations. These six-week rotations allow the incoming students to learn about the research and community each lab provides. To welcome the first-year students, the Graduate Biosciences Society (GBS) held an ice cream social to introduce them to upper-class BIMS students. GBS also sponsored a picnic to connect the first-years to current students and various clubs led by BIMS students. The students were able to hear about all the amazing work these groups are doing across Grounds and in the community.

SCHOOL OF NURSING REPORT

Academics and Strategic Planning

- UVA School of Nursing ranked as eight best undergraduate nursing program among all US public universities in this year's *US News and World Report* rankings that were released in late September, up from tenth best in 2023. The school was also again named the top undergraduate nursing program in Virginia.
- Again in 2024, the School of Nursing earned the American Association for Men in Nursing's "Best School for Men in Nursing" award, one of only 17 US nursing programs chosen for the honor.
- For the fourth time since 2018, UVA School of Nursing earned the Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine. The HEED award—which recognizes the strength, focus, and progress of schools' diversity, equity, and inclusion initiatives—remains the only national honor to recognize diversity and inclusion efforts among American colleges and universities with health professions majors.
- The State Council of Higher Education for Virginia formally granted approval for a new post-baccalaureate pathway to the school's existing Doctor of Nursing Practice (DNP) degree program. This new pathway will allow for a more seamless transition for students between the undergraduate and doctoral levels, aligning coursework to maximize curricular efficiency for students who want to move directly to pursuing a terminal clinical degree.

Research and Faculty Recognition

- Associate Professor Cathy Campbell was inducted into the American Academy of Nursing (AAN) in October. She joins UVA Health's chief nursing officer Kathy Baker as the institution's two newest AAN fellows, a significant accomplishment and honor for nurse leaders and researchers in the United States.
- Postdoctoral fellow and RN BSN and PhD program alumna Crystal Chu earned the Society for Medical Decision Making's (SMDM) "Young Scholar Award" for 2024 at the group's annual meeting in Boston, Massachusetts. Her research focuses on creating and testing decision aids for women at risk for or facing breast cancer. SMDM is a 1,000-member organization that promotes scientific and methodological rigor in healthcare decision research.
- Professor Ishan Williams, a social and behavioral scientist who studies Alzheimer's disease and caregiver and community support, was part of an interactive American Academy of Nursing conference panel on "the University of Aging" at the organization's annual conference in October.
- Associate Professor Kelley Anderson recently earned a yearlong \$300,000 Humana Foundation grant to establish a comprehensive nutrition counseling program and "food pharmacy" that she plans to deploy in Nelson County, Virginia. Working in tandem with the Blue Ridge Area Food Bank and the Blue Ridge Medical Center, the program targets Nelson County residents age 65 and up with hypertension, diabetes, and heart disease by offering nutrition counseling.
- Professor and Associate Dean for Graduate Nursing Programs Shelly Smith was appointed by the Virginia Center for Health Innovation to the Virginia's Task Force on Primary Care's 14-member spend target subcommittee. This group is focused on enhancing primary care spending throughout Virginia based on best practices and evidence-based policies.
- Professor Kim Acquaviva, an end-of-life and palliative care scholar who develops interventions focused on LGBTQIA inclusive care, was recently inducted into the Sigma Xi

research honor society. The 150-year-old society celebrates science, technology, engineering, and math scholars around the world for excellence.

Student Honors

- DNP student Brooke Smith presented her work on “Enhancing clinician adherence to cardiac surgical unit advanced life support protocols through evidence-based practice” at the Advancing Professional Growth, Education, and Excellence conference on October 10. Fellow DNP student Jenn Conklin also presented her research at the same conference through a session titled “A program evaluation of an NP-led metabolic and bariatric surgery clinic.”
- PhD student Adam Mohammad was awarded a Virginia Alzheimer’s Disease Center (VADC) Fellowship in September. He is one of just two UVA students to earn the yearlong fellowship with VADC.
- Rising fourth year BSN student Caroline Miller was awarded a prestigious Flynn Fellowship at the Children’s Hospital of Philadelphia. Her fellowships are designed to help stimulate career interest and foster the professional development of potential pediatric oncology nurses.
- In October, 40 UVA nursing students were inducted into the Sigma Theta Tau International Honor Society of Nursing. These new inductees join their peers as part of the UVA Beta Kappa chapter that has existed to promote and highlight nursing excellence for the past 52 years.

Philanthropy and Alumni Affairs

- On October 5, the school welcomed back dozens of alumni for events, including a young alumni reception and the annual Alumni Council meeting in Pavillion VIII.
- On October 9, all current and emeritus members of the Dean’s Advisory Board met and focused on Planned Giving. The school also hosted an Accelerating Purpose luncheon on the same day. This event celebrated the generous donors to the school, and featured inspiring stories shared by the school’s benefactors, as well as faculty and students, who expressed gratitude as beneficiaries of philanthropic gifts.

Events

- Nursing professor emerita and associate editor of the Archives of Psychiatric Nursing Emily Hauenstein presented as part of the school’s “Updates from the Experts” series on November 21. Her forum focused on violence against nurses, why such violence is under-reported, and meaningful tools for nurses to use to speak up.
- PhD alumna Candace Burton, a faculty member at the University of Nevada School of Nursing, discussed her research on November 7 in a forum titled “Trauma-informed care: Universal precautions for healthcare providers.” She studies biological stress markers in women who are victims of intimate partner violence, COVID-induced trauma in healthcare workers, and developing trauma-informed care for intimate partner violence victims.
- Dean emeritus of the MGHHP School of Nursing and UVA professor emeritus Kenneth White delivered the school’s 2024 Bice Lecture on October 3. His lecture was titled “Following What Matters” and reflected on ways that nurses, physicians, educators, and all are team members may reconnect with the joy of their unique work using a framework of mattering.