

## Core Concepts: Progress and Planning

The Decade Plan for the University of Virginia Health System is inspired by a truly great University founded on the values of innovation, accountability, integrity, and collaboration. We can embrace innovation and change so freely because of this solid footing, moving forward in ways others cannot be virtue of how we work together. Collaboration is a core competency for leadership as real solutions to problems can rarely be solved by individuals. We work in teams and thrive that way, creating what Jefferson called “useful science” and leveraging our missions of education, research, patient care, and public service to improve the health of those in the Commonwealth and well beyond.

What have we accomplished in our core concepts thus far and where will we be going from here?

- Retention
  - We have created world-recognized faculty development programs, including Leadership in Academic Medicine, Academy of Distinguished Educators, and Dean’s Leadership Seminars.
  - We will establish leading programs to address life transitions, new faculty orientation, and support the clinical investigator track.
- Recruitment
  - We have recruited the following Chairs and Division Chiefs:
    - Bankole A. Johnson, DSc, MD, PhD, Chair of Psychiatric Medicine (September 1, 2004), whose interest combines medications that target different brain pathways known to be involved in addiction, with behavior-changing techniques in an effort to reduce craving associated with substance abuse.
    - Michael D. Dake, MD, Chair of Radiology (January 1, 2005). He is a widely known cardiovascular and interventional radiologist, and an innovator of new techniques and devices in interventional medicine as it applies to large blood vessels, for example in the development of stents.
    - Geoffrey R. Weiss, MD, Chief of the Division of Hematology-Oncology, and Deputy Director of the Cancer Center for Clinical Affairs and Clinical Research (January 1, 2005) is interested in how the body’s immune system can be marshaled to fight cancer. His research focus is oriented to the management of kidney cancers and other types of cancers of the genital and urinary tracts.
    - Lawrence W. Gimple, MD, Chief of the Division of Cardiology (January 1, 2005). Dr. Gimple’s clinical interests include invasive cardiology, coronary syndromes, and general cardiology. His research interests are in thrombosis, myocardial infarction, and restenosis.
    - George F. Rich, MD, PhD, Chair of Anesthesiology (July 1, 2005). Dr. Rich’s clinical interests pertain to cardiovascular and thoracic anesthesiology. His research interests are in the protective effects of anesthetics on blood vessels and the role of nitric oxide in lung mechanics.
    - James M. Larner, MD, Chair of Radiation-Oncology (November 2, 2005). Dr. Larner’s clinical interests are in neuro-oncology and thoracic oncology, and his research investigates the basic science of cancer through damage to DNA.



- access for minorities, the poor, those in rural communities (e.g., Telemedicine), and others with limited access.
- Collaboration, Communication, and Transparency
    - A survey of basic science faculty and clinical faculty shows 89 percent and 79 percent, respectively, believe their work environment is collegial.
    - Dissemination of information (faculty orientation and development sessions, electronic newsletter from SOM Dean Garson, improved websites—including committee charges and membership with information on contacting committees for input).
    - The Medical Alumni Association, the SOM, and Development strengthened relationships among the three organizations and implemented a Memorandum of Understanding outlining joint operations. The MAA raised \$7 million for the Medical Education Building.
    - Transparency – budgets and financial performance from the SOM, MC, and HSF consolidated and shared quarterly.
  - Partnership
    - All entities of the Health System – School of Medicine, Medical Center, Health Services Foundation, School of Nursing, and Claude Moore Health Sciences Library – have developed strong, mutually supportive relationships.

The remainder of this Decade Plan update is in the form of reports from ongoing committees. Since the inception of the plan, accountability for moving the plan forward has rested with committees that reported semi-annually to other committee chairs as well as: monthly meetings for patient care with the dean and the CEO (Joint Operations Committee for patient care); for research with the dean (Research Advisory Committee), and for education with the dean (Education Deans). This structure of accountability will continue.