Clinical mission

Strengths
1. Many faculty with prominent national and international reputations as diagnosticians and leadership positions in clinical societies and top-tier journals.
2. Current strong collaborative partnership with Medical Laboratory hospital leadership.
3. Excellent hospital support for purchase of laboratory equipment, with generally state of the art equipment supporting the Clinical Laboratories.
4. A strong reputation that allows recruitment of high-performing resident physicians and fellows to support clinical practice.
5. Collegial and productive relationships with other clinical departments.

Weaknesses
1. Average compensation of clinical faculty below median national levels creating issues of retention and recruitment.
2. High prices for both AP and clinical pathology (CP) services, set by the Medical center, making us uncompetitive for outreach efforts.
3. Relatively low anatomic and hematopathology clinical volume compared to other major medical centers.
4. Flat clinical anatomic pathology (AP) volume for several years.
5. Physical separation of many facilities making efficiency, oversight and collaboration more difficult: Clinical Laboratories separate from main hospital, several laboratories separate from main Clinical Lab Building, CP faculty offices separate from laboratories and from AP faculty.
6. Antiquated and inadequate space for some laboratories (Cytogenetics & Genomics especially).

Opportunities
1. Potential to assimilate AP services of new acquisitions by UPG and the UVA Health System (Culpepper hospital, etc.)
2. Potential to increase AP outreach for biopsy specimens from surrounding private practices.
3. Potential to better support clinical operations by integrating new Clinical Laboratory space in expansion plans for the hospital.
4. Increased hematopathology volumes from new clinics and services.
5. Expanded role for Pathology in genomics/molecular diagnostics to provide distinguishing care to UVA patients.
6. Potential for additional outreach using new technologies (microarrays, next generation sequencing, etc).

Threats
1. Many faculty nearing retirement age – compensation an issue for recruitment to replace faculty.
2. Continued reduction by payers for professional interpretation charges of molecular diagnostics.
3. No clear opportunity to obtain professional interpretation charges for new genomics analysis.
4. Continued reduction in reimbursement for AP professional charges.
5. Workloads for CP faculty increasing, with no agreement in place for additional compensation from hospital.
6. Loss of distinguishing technologies at UVA to outsourcing in commercial laboratories.

**Education mission**

**Strengths**

1. Strong Pathology faculty leadership in GME, UME and PhD programs.
2. Residency and fellowship programs with strong track records of producing capable independent practitioners and academic physicians.
3. PhD graduate program (Molecular and Cellular Basis of Disease - MCBD) offering an interdisciplinary program training experiences that emphasizes translational research not available anywhere else in the SOM or UVA at large.
4. Medical school curriculum and rotations that highlight the role of Pathologists as clinicians.
5. MCBD program with a track record of training students with solid evidence of productivity and a time-to-graduation among the best of the BIMS graduate programs.
6. Pathology faculty leadership in the Medical Scientist Training Program.
7. Track record of education of trainees in other departments and institutions in diagnostics and pathogenesis, in both clinical and basic science training programs.
8. Post sophomore fellowship in Pathology, which can help recruit medical students to Pathology and enhances medical students resumes.

**Weaknesses**

1. Limited Department finances to provide optimal administrative assistance to both our UME and GME programs.
2. Lack of a critical mass of funded research laboratories in the Dept. of Pathology suitable to train PhD students.
3. Fewer subspecialty fellowship training slots than most academic institutions of our size.
4. Lack of involvement of Pathology faculty in the first year core course of BIMS educational/programmatic activities leading to low visibility among students.
5. Poor integration of MCBD coursework with the rest of the graduate program, in part due to MSTP scheduling requirements, limiting participation of students outside of MCBD.

**Opportunities**

1. Create fellowship positions in Molecular Pathology and Genomics using institutional and/or departmental funds. This will augment UVA’s adoption of
Genomic Medicine and help train physicians and clinical scientists in this new field.

2. Reconstitute and expand the MCBD advisory committee to include affiliated faculty from outside of Pathology to involve more faculty (and, ultimately, more students) in the program and to increase the integration of current affiliated faculty into the program.

3. Recruitment of additional laboratory-based researchers in the Dept. of Pathology to support research training for PhD and clinical trainees.

4. Integration of digital histology technology into expanded online courses and other training.

**Threats**

1. Potential reductions in GME positions although we are nationally slightly below median for training spots (fellowships) of Pathology Depts. of our size.

2. Potential loss of leadership continuity in the MCBD program.

3. Dwindling or collapse of MCBD program due to reduced number and capacity of program-affiliated research laboratories.

**Research mission**

**Strengths**

1. Several clinician scientists with sustained translational research efforts.

2. Several research labs strongly contributing to research centers at UVA.

3. PO1 and U01 grants at UVA headed by Pathology faculty, with another PO1 grant supported by Pathology faculty.

4. Leadership and extramural funding provided by the Pathology Dept. to core Biorepository and Research Histology resources of the School of Medicine.

5. PhD trainees available through our training program support laboratory investigation.

**Weaknesses**

1. Some research faculty not achieving promotion through P&T process.

2. Many research faculty unable to meet expectation of the current Basic Research Funding Model (AIs) or Clinical Faculty Remuneration Profile due to challenging funding environment.

3. Unsupported research faculty salaries inhibit recruitment of additional research faculty to the Department.

4. No strong programmatic themes among the Department’s research labs.

5. Relatively few faculty lines compared to other basic science departments.

6. Lack of investment in clinical investigators (trainees and faculty) in our Department.

**Opportunities**

1. If financially feasible, potential new hires of research faculty, reinvigorating the research program.
2. Potential to share costs with School of Medicine for bioinformatics and/or genomics research faculty recruits.
3. Potential to share costs of new recruits with Centers (Cancer, Beirne-Carter, etc).
4. Poised to do effective translational research, especially in collaboration, functioning as basic scientists and clinicians.

**Threats**
1. Continued highly competitive funding paylines making it difficult for faculty to achieve sustainable funding levels.
2. Department finances unable to sustain unfunded research efforts of faculty.
3. Recruitment of established (self-supporting) investigators challenging without sufficient start-up funds.
4. Declining numbers of research faculty in our Department puts at risk the “critical mass” needed for a successful research program.

**Administrative / Staff Matters**

**Strengths**
1. Dedicated administrative staff with many years of experience and institutional knowledge.
2. New leadership in Pathology (and SOM), with emphasis on respect, transparency and inclusion.
3. Prudent financial management.
4. Good working relationships with SOM, UPG and Medical Center administration.

**Weaknesses**
1. IT support very poor.
2. Complexity of budget processes at UVA, especially when combining SOM, UPG, Medical Center procedures and policies.
3. Pathology website is very basic - of little use for meaningful information for trainees and staff and terrible for recruiting donors.
4. Diversity, especially racial/ethnic, in higher administration and faculty.
5. Lack of personnel redundancy for key functions and grooming of protégés.
6. Poor opportunities for upward mobility by staff within the Department.
7. Poor cross-training of staff.

**Opportunities**
1. Develop Pathology (and SOM) social media/web presence, especially for donor development.
2. Develop learning opportunities for staff to invigorate the work environment and increase employee engagement.
3. More opportunities for recognition of staff: Pathology Employee of the Month, etc.
4. Cross train employees and allow job shadowing.
Threats
1. Loss of employee motivation from burn out and lack of engagement.
2. Increasing bureaucratic burden coupled with increasing financial constraints on number of administrative staff.

Faculty Matters

Strengths
1. Generally good collegial environment for faculty.
2. Previous emphasis on hiring tenure track clinical faculty has led to rigorous academic culture including a higher proportion of high visibility leadership positions (journal editors, society officers, etc.) than an institution of our size generally has.

Weaknesses
1. Relatively low compensation, generally less than median of academic medical centers.
2. Relatively senior faculty with many having retirement plans in next 1-2 years, with potential of loss of expertise and reputation.
3. Office space issues: scattered offices of CP faculty – insufficient office space for new faculty recruits.
4. Limited opportunities to hire and groom junior faculty due to constrained practice volumes and medical directorship funding.
5. Lack of understanding by the Medical Center for Pathology faculty funding model, especially for Clinical Pathology.

Opportunities
1. Good reputation makes recruitment of academically-inclined faculty easier.
2. Potential to recruit high-caliber junior faculty to replace retiring senior faculty.

Threats
1. Loss of faculty to other institutions due to compensation issues.
2. Increasing emphasis on clinical productivity and increasing tendency to hire non-tenure track clinical faculty will decrease UVA’s national clinical leadership and visibility.
3. Increased demands for Pathology faculty expertise in expanding point of care testing, genomics and other laboratory services with no reimbursement model for hiring additional faculty.