Our Mission

**Education:**
Train the next generation of leaders in medicine and science to work in teams across the expanded continuum of care

**Research:**
Focus our biomedical research on the betterment of the human condition

**Clinical Care:**
Become the safest place to receive care, healthiest place to work and provider of best clinical care in VA
In everything we do, we strive to improve health...

We do this through inspired healing, deep learning, and astonishing discovery.

In other words, we change lives.
Our Values

- **Respect**
  - To recognize the dignity of every person
    - courteous, welcoming, caring, inclusive

- **Integrity**
  - To be honest, fair, and trustworthy
    - transparent, honest, confidential, authentic

- **Stewardship**
  - To manage resources responsibly
    - supportive, role model, resourceful, committed

- **Excellence**
  - To perform at the highest level with a commitment to continuous improvement
    - collaborative, dependable, compliant, responsive
Our Strategy

How will we differentiate ourselves?

I. Collaboration

II. Innovation

III. Integration
Our Strategy

EMBED COLLABORATION, INTEGRATION, AND INNOVATION

Our Future

Collaboration
Integration
Innovation

Participation & Involvement
Infrastructure
SOM Values - RISE
SOM Mission
UVA Mission
1. Invest in innovative, collaborative and integrative research, education and clinical programs.
   A. Facilitate small-scale innovation across missions
   B. Strategically hire developing clinical investigators to bridge research and provide mentorship
   C. Strategically hire across departments
   D. Implement the Be Smart program as an academic extension to the Be Safe patient safety program
   E. Strategically invest in integrative areas of existing strength and new opportunities

2. Foster a culture that contributes to the vitality, success, and diversity of faculty.
   A. Align recognition and professional development models with SOM values and strategic goals.
   B. Establish an Office of Faculty Affairs to oversee P&T, Faculty Development, and Compensation Redesign

3. Integrate clinical and research enterprises through data sharing and management.

4. Broaden funding base and develop appropriate support infrastructure.

5. Address major barriers to research.

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6. Implement curriculum specialization, in collaboration with Schools across Grounds, such that UVA graduates are differentiated

7. Promote innovative and distinctive clinical programs and models of care

8. Improve operational efficiencies and organizational capacity
   A. Simplify, standardize, centralize and automate processes where feasible
   B. Create a more distributed functional, transparent and accountable decision-making administrative structure

9. Invest in Information Technologies that could be leveraged to differentiate the SOM
Appendix
1. Invest in innovative, collaborative and integrative research, education and clinical programs

A. Facilitate small-scale innovation across missions

- Fund at least one innovative program from each mission
- Develop an ongoing mechanism to solicit/fund additional rounds of proposals semi-annually
- Develop metrics for ROI, financial and non-financial
1. Invest in innovative, collaborative and integrative research, education and clinical programs

B. Strategically hire developing clinical investigators to bridge research and provide mentorship.

1. Assess barriers in current funding; enact sustainable solutions
2. Create comprehensive Education, Mentoring and Professional Development Program; assess barriers in current funding and P&T models
1. Invest in innovative, collaborative and integrative research, education and clinical programs

C. Strategically hire across departments

1. Facilitate faculty recruitment/retention that cross departments in alignment with strategic goals
2. Improve awareness of internal, cross-grounds, and external resources and opportunities: develop programs (lectures, meetings, happy hours, etc.); create central repository for innovation and collaborations/partnerships across missions; invest in technological solutions e.g., online faculty profiles
3. Create physical and virtual shared and open spaces/places dedicated to enhance collaboration
1. Invest in innovative, collaborative and integrative research, education and clinical programs

D. Implement the Be Smart program as an academic extension to the Be Safe patient safety program.

Implement a cross-mission academic program on patient safety and quality of care that includes scholarship, research on quality and clinical outcomes, teaching and learning, and innovative clinical models.
1. Conduct high-level internal and external assessment of research portfolio (SOM and cross-grounds)

2. Complete analyses in the following select areas that integrate across the research spectrum: Genomics/Epigenomics; Inflammation/Immunology/Infectious Disease; and Big Data/Bioinformatics/Population Health.

3. Solicit additional areas for similar analyses such as: Stem Cell/Regenerative Medicine, Nanomedicine, Metabolism and Obesity, Cognitive Sciences

E. Strategically invest in integrative areas of existing strength and new opportunities
2. Foster a culture that contributes to the vitality, success, and diversity of faculty

A. Align recognition and professional development models with SOM values and strategic goals

1. Enhance faculty and staff development and recognition
2. Improve recruitment and retention of underrepresented minority faculty
3. Revise faculty compensation models
4. Review faculty funding models and increase transparency
5. Develop standard processes for packaging faculty nominations
2. Foster a culture that contributes to the vitality, success, and diversity of faculty

B. Establish an Office of Faculty Affairs to oversee P&T, Faculty Development, and Compensation Redesign

1. Re-evaluate criteria for promotion and tenure
2. Develop tools and training for professional development throughout the career stages of faculty
3. Create mentor training programs and tools
3. Integrate clinical and research enterprises through data sharing and management

A. Develop the bioinformatics infrastructure to enable linking of clinical data and biorepository data;
B. Develop a data service "core" to assist clinical researchers in data science;
C. Increase the amount of data and biorepository samples available for research.
5. Address major barriers to research

A. Assess allocation of research costs and funding supports
B. Revise policies and procedures that impede research and at VPR office and to examine deficits in clinical trials research infrastructure.
Offer dual-degree, certificate, and other educational opportunities to UME and BIMS

a) Develop certificate programs: Initial areas in Education, Business and Entrepreneurship, Leadership, Health Policy, Safety and Quality, and Regulatory Science; Inventory internal resources and gaps to prioritize opportunities.

b) Develop additional curricula around Leadership and Education; Inventory internal and across-grounds resources and gaps; Determine resources needed for varying types of specialization (classes for: UME, GME, CME, BIMS, certificates, joint or dual degrees).

c) Assess opportunities for SOM to partner cross-grounds to expand curricula at other UVA schools.
7. Promote innovative and distinctive clinical programs and models of care

Dovetail promotions of innovative and distinctive clinical programs with the Centers and Programs of Excellence

a) Inventory existing clinical innovations and funding opportunities at UVa (e.g., Buchanan and COE funding) to identify underfunded areas of clinical opportunity.
b) Perform environmental scan for additional opportunities to pilot clinical innovation.
c) Invest in one existing area of strength and one newly identified need within 90 days of internal inventory and environmental scan; Assess investments quarterly against metrics of success and multiple ROI measures to coordinate continued resourcing.
8. Improve operational efficiencies and organizational capacity

A. Simplify, standardize, centralize and automate processes where feasible

a) Streamline approval processes for research activities
b) Implement Clinical Trials Management and Grants Management Systems
c) Assess utilization of and funding of Cores
d) Simplify documentation and administrative tasks for educators
e) Determine appropriate class sizes
8. Improve operational efficiencies and organizational capacity

B. Create a more distributed functional, transparent and accountable decision-making administrative structure

• Fully implement and institutionalize the Be Safe model of problem solving
9. Invest in Information Technologies that could be leveraged to differentiate the SOM

A. Develop a centralized Research Data Services Center
B. Provide statistical support services, such as assisting with statistical techniques and research design.