CHOOL OF MEDICINE

UVA Health

Faculty Guide Webinar: Retirement Considerations for SOM Clinical Faculty (Am I Done Yet?)

Donna Broshek, PhD, ABPP-CN, SOM Faculty Guide Emily Schneider, MILR, SHRM-CP, Assistant Director of Faculty Affairs, SOM Jennie Babcock, Director HR Service, SOM, & Erica Wheat, UVA HR Christine Rudge, Senior Director of HR, UPG

December 19, 2024

FACULTY GUIDE PROGRAM

PROVOST OFFICE

- · Maite Brandt-Pearce, PhD, Vice Provost for Faculty Affairs
- Maggie Harden, PhD, Associate Provost for Academic Administration
- Shelly Lovelace, PhD, Academic Affairs Coordinator
- Maria Lane Triantafillou, Administrative Operations Manager
- Kathleen Wood, Administrative Specialisty

FACULTY GUIDE COLLEAGUE (NON-SOM)

• Bethany Teachman, PhD, Professor of Psychology, College of Arts and Sciences

UVA Health

UVA Health

FORMAT FOR TODAY'S PRESENTATION

- · Presentation will be recorded
- Q & A will follow the presentation
 - Q & A portion will not be recorded to protect privacy
- · Slides will be shared with those attending the meeting
- · Slides and recording link will be sent out by the Provost's Office

OUTLINE

- · Retirement factors and statistics
- Making the transition for SOM faculty
 - Start to figure out what you want
 - Timeline & notification (letter of resignation)
 - · Logistics and details
 - Emeritus status
- Ongoing role in university/SOM life after retirement
 - Email/university ID, library, gym, parking
 - Clinical work, research & scholarship, service
- SOM Office of Faculty Affairs
- SOM & UVA HR considerations
- UPG considerations



Average Age a	at time of Retireme	ent By School (Five Year	s, 2017-2021)	Jan 2022 – Dec 2023
School	Population (count)	Average of Census Age	Std Dev of Census Age	Average Age 69.67 (Arts & Sciences)
Arts & Sciences	38	70.7	5.0	
Commerce	7	68.6	6.7	
SCPS	5	63.2	4.7	
Darden	8	73.1	5.6	-
Education	7	69.0	3.2	
Engineering	10	68.9	8.8	70.38 (Engineering)
Medicine	52	66.7	6.0	67.67 (SOM)
Nursing	7	68.4	4.3	
Other	24	66.4	5.5	

Research Report

Late-Career Expectations: A Survey of Full-Time Faculty Members Who Are 55 or Older at 14 U.S. Medical Schools

Kimberly A. Skarupski, PhD, MPH, Cheryl Welch, MPA, Valerie Dandar, MA, Elza Mylona, PhD, MBA, Archana Chatterjee, MD, PhD, and Meenakshi Singh, MD

Abstract

Purpose

The average age of full-time faculty members at U.S. medical schools accredited by the Liaison Committee on Medical Education was 49.5 in 2017. vet the academic medicine community knows little about late-career faculty. The authors sought to characterize full-time faculty members 55 or older and assess their work-life expectations.

Method

The authors conducted a survey (May-September 2017) of faculty 55+ at 14 U.S. medical schools.

Results

Of the 5,204 faculty members invited, 2,126 (40.8%) responded. The average age of respondents was 62.3, and among those responding to the relevant questions. most identified as male (1,425; 67.2%), white (1,841; 88.3%), and married/ partnered (1,803; 85.5%). Fewer than half (915; 45.2%) indicated they had begun thinking about full-time retirement, estimating that they would do so at a mean age of 67.8 (standard deviation = 4.3). Half the respondents (1,004; 50.0%) would consider moving to part-time status. The top 3 personal factors likely to affect retirement decisions were health, postretirement plans, and spouse's/ partner's plans. The top 3 professional factors were phased retirement or part-time options, changes in

ad Med. 2020;95:226-233. t published online June 18, 2019 10.1097/ACM.0000000000002847 right © 2019 by the Association of American edical Colleges

nental digital content for this article is e at http://iinks.lww.com/ACADMED/A704

institutional leadership, and presence

that they would, post retirement, be

of a successor. Faculty indicated

interested in ongoing work in teaching/education and research/

scholarship and that they wanted

U.S. medical schools employ a

rapidly aging workforce. These

members nor institutions are

ment leaders should champion

efforts to engage with late-career

faculty to prepare for this changing

data indicate that neither faculty

prepared. Faculty affairs and develop-

teaching opportunities.

Conclusions

landscape.

health insurance, email, and part-time

💼 UVA Health SCHOOL OF MEDICINE

Personal factors:

- 1. Health 2. Post-retirement plans
- 3. Spouse/partner plans
- Professional factors:

1.

- PT/phased retirement options Changes in
- institutional leadership
- 3. Having a successor

UVAHealth SCHOOL OF MEDICINE

Official Retirement Policy

A member of the administrative and professional faculty or other 12-month non-teaching faculty who wishes to retire should inform the immediate supervisor and responsible dean or other manager in writing as soon as possible in the year in which retirement is planned.

> University of Virginia Policy HRM-004 http://uvapolicy.virginia.edu/policy/HRM-004

UVA Health

UVA Health

START TO FIGURE OUT WHAT YOU WANT

- How many years do you want to work?
- Do you want all those years to be full-time or do you want to consider part-time?
- Consider your preferred balance of patient care, research, education, administration, and/or service
- Begin talking with your Chair
 - This discussion is a negotiation
 - · Consider department needs and ask for what you want
- Talk to HR about the financial implications (salary & benefits) of your preferred scenarios
- Discuss with financial advisor
- It can be helpful to include your partner in some meetings, if applicable/desired

DOES UVA HAVE A "PHASED" RETIREMENT PROCESS?

- Not formally, but you can negotiate a pre-retirement contract
 - Can work part-time typically for up to 2 years
 - But for no more than 2 years prior to agreed-upon retirement date
- · Requires a written contract outlining work effort and timeline
 - Must be signed by faculty member & Dean, and approved by Provost
- Part-time work follows the UVA leave policy ("personal leave with partial pay")
- Recommended minimum effort is 25% to prevent incurring costs with health plan coverage.
- Faculty remain *eligible* for all UVA benefits including health plan and continuation to pay only the employee premium
- Clinical faculty remain *eligible* for all UPG benefits
 - If hired before January 2017, should discuss possible implications to the UPG Clinicians Supplemental Retirement Plan (CSRP)

UVAHealth

CHOOL OF MEDICINE

WHAT KINDS OF CONVERSATIONS MAY I HAVE ABOUT RETIREMENT? You may discuss retirement with anyone you choose. Your department Chair, Dean, or Associate Dean may ask you about your future plans. This helps them to plan for the department or school's needs. Asking you about your plans does **not** mean that they are encouraging you to retire. Chairs are encouraged to talk with <u>all</u> faculty about retirement & the value of planning Not selectively raising retirement with older faculty Be aware of sensitivities (e.g., concerns of being "cut out")

WHO SHOULD I TALK TO?

- · Medical and financial aspects of retirement
 - Discuss with <u>both</u> HR and UPG (clinical faculty)
- Your financial advisor
- School or departmental planning Department Chair, Dean, or Associate Dean
- Provost's Office
- Other resources:
 - UVA Retired Faculty Association
 - UVA Faculty Retirement Guide
 - UVA Faculty Guide Program

	ce of the Executive Vice President and Provost	RESOURCES
номе /- фиск бин	DES 🥢 UNIVERSITY OF VIRGINIA FACULTY RETIREMENT GUIDE	
Univ	ersity of Virginia Faculty Retiremen Guide	t
https://provost.virginia.edu/quick- guide/faculty-employment/faculty-	Organized into six chronological sections (by proximity to retirement), this retirement guide contains resources, advice, and action items that will guide you throughout your career when preparing for and progressing towards retirement. For questions related to this document and/or retirement, please contact the HR Solution Center: Telephone: 434-243-3344; Fac:434-924-4486 or Email: asklr@virginia.edu	
retirement-guide	As a New Hire	
	Every 10 Years Five to Three Years Prior to Retirement	
	One Year Prior to Retirement	
	Four Months Prior to Retirement	
	30 Days to Your Retirement Date	



SOM SPECIFIC NOTIFICATION TIMELINE

Faculty members <u>with clinical responsibilities</u> who intend to resign or retire from their faculty appointment shall indicate their intention in writing to their department chair **as soon as possible but at least six months prior to the date** of their stated last date of employment.

Faculty or staff <u>without clinical r</u>esponsibilities who are planning to resign or retire shall give written notice of their intent to their supervisor as far in advance as reasonably possible but at least one month prior to their stated last date of employment.

Faculty Resignation and Retirement Notice - Policies and Guidelines (virginia.edu)



QUESTIONS ABOUT RETIREMENT?

UVA Health SCHOOL OF MEDICINE

Reach out to your department chair and/or your department administrator * If needed, they will contact the SOM Oversight Executive

Oversight Executive: Senior Associate Dean for Faculty Affairs and Faculty Development

ACCESS TO GIFT ACCOUNTS

Access to Gift Accounts by Retired Faculty - Policies and Guidelines (virginia.edu)

Applies to:

Retired School of Medicine faculty members with gift accounts that are designated for support of his/her research or academic activities.

Policy Statement:

When a faculty member who has retired from the University of Virginia School of Medicine, wishes to continue research or academic activities, and has gift funds that are designated for support of his or her research, he or she may request the use of those funds as described in this policy. Consistent with University policy, gifts are given to the institution and not to an individual faculty member. Departments are responsible for the oversight and management of these gifts. Any gift funds designated for a retired faculty member will remain in the department in which the faculty member had a primary appointment upon his or her retirement. The department chair will ensure that the funds are used

according to the donor's wishes. If the retired faculty member has a current non-salaried faculty appointment, he or she may request that the chair approve expenditure of the funds in support of his or her research, academic, or clinical activities that are in alignment with the donor's intent. This decision is at the discretion of the chair and either the chair or the department administrator must approve all expenditures made on behalf of the retired faculty member's activities.

FUNDS IN START-UP OR RETENTION ACCOUNTS

SCHOOL OF MEDICINE

Disposition of Institutional Support Balances Upon Faculty Resignation - Policies and Guidelines (virginia.edu)

Applies to:

Any faculty member in the School of Medicine("SOM") who has a balance in his or her institutionally funded start-up or retention account and has announced his or her intention to leave the SOM, regardless of the reason. Policy Statement:

A department will notify the dean's office when a faculty member announces his or her intention to leave the SOM. The dean's office will consider start-up or retention funds remaining in the departing faculty member's account as frozen from the date of notification, and these funds will revert to the dean's office unless approved for use as follows:

If the department chair wishes the faculty member to continue to have access to the start-up or retention funds, the chair will send the dean a plan that describes how the remaining funds will be used and how the expenditure will benefit the institution, including a justification for paying existing commitments against the account. The departing faculty member may not make an additional expenditure from the start-up account unless the chair receives the dean's written approval. The department is responsible for any unauthorized expenditure of residual faculty start-up funds.

PACKING UP, GIVING AWAY & SECURING

SCHOOL OF MEDICINE

Considerations for managing the details of your professional life as you transition, including:

- Packing up your office
- · Gifts to the Health Sciences Library
- Archives & disposition of papers
- Security of data and secure data deletion program, etc.
- Review Faculty Departure Checklist (18 pages)

https://hr.virginia.edu/sites/default/files/Faculty-Departure-Checklist-2015%20(2).pdf

💼 UVA Health

SCHOOL OF MEDICINE

SCHOOL OF MEDICINE

ELIGIBILITY FOR EMERITUS STATUS

- Tenured associate or full professors retiring after at least 10 years service
- Endowed Chair holders retiring with 5 years of continuous service
- Former tenured associate or full professors who have previously retired after 10 years service
- Non-tenured academic faculty (including clinical faculty) who hold associate or full professorial rank retiring after at least 10 years of service and approved by Provost through special request from their school
- · School may request emeritus status for retiring faculty member
 - Requires approval by the Office of the Provost
 - Typically the Chair starts the process of requesting emeritus status

EMERITUS STATUS

- Academic department membership
 - (e.g., listing on department website)
- Non-voting faculty member
- Can participate in ceremonial functions
- Can list UVA emeritus status as your affiliation
- Office space (if available in your department)
- "Gold pass" park anywhere!

SCHOOL OF MEDICINE

ONGOING ROLE IN UNIVERSITY LIFE & SOM ACTIVITIES

	WVAHR		MANAG	GERS PROSPECTIVE EMPLOYEES	WORKDAY
	BENEFITS	WELLNESS	CAREER DEVELOPMENT	LIFE CHANGES	TIME OFF
	Perks for Retirees				
	ATHLETICS				0
On the HR Prepare for	BIRDWOOD GOLF COURSE				0
Retirement page:	BOOKSTORE				0
https://hr.virginia.edu/life- changes/prepare-retirement	COLONNADE CLUB				0
	COURSE OFFERINGS				0
	I.D. CARDS				0
	LIBRARY				0
	OSHER LIFELONG LEARNING	INSTITUTE			0
	PARKING				0
	RESEARCH/EDUCATION TRA	VEL PROGRAM			0
	RETIRED FACULTY ASSOCIAT	TION			•
	SPECIAL ARRANGEMENTS				0

EMAIL AND LIBRARY PRIVILEGES Maile UVA Health SCHOOL OF MEDICINE Can keep UVA email, but may not be able to keep clinical *HS (@uvahealth.org) email To keep your computer id, you need to contact account-access@virginia.edu, and request that your ITS credentials be maintained. • Only those continuing with part-time clinical work can maintain clinical *HS email Computer id gives you access to e-mail, UVA Box, and database access. • You will receive a series of prompts once a year asking if you want to continue access, and you will need to respond "yes." Can keep library privileges. • These include unlimited loan periods, unlimited checkouts, and LEO delivery, to your office if you still have one or to a library of your choosing. See: https://www.library.virginia.edu/services/retirees/



UVAHealth

SCHOOL OF MEDICINE

RESEARCH AND SCHOLARSHIP

- You may continue to write and submit your work for publication.
- If you want to continue participation in sponsored research with the support of grants and contracts:
 - Ask your Department Chair or Dean to certify to the VP for Research that a specific need exists for your services and that your participation will benefit the department or school.
- If your team receives the grant or contract, you may be:
 - Employed on a part-time (fewer than 20 hours/week) or
 - Non-salaried basis
 - Can hold the title "senior research scholar"
- You may be principal investigator (PI) on a grant with permission from your dean:
 - Requires that your department chair reviews grant expenditures on a monthly basis



OVAHealth LIMITATIONS ON WORKING AFTER RETIREMENT... SCHOOL OF MEDICINE A retired faculty member cannot be hired by any state entity including UVA in any capacity until at least thirty (30) days after retirement. Different requirements pertain to employment with continuation of patient care services. UPG is not considered a state entity. Under state regulations, the university is prohibited from making any verbal or written offer of reemployment to faculty members prior to their retirement. If you are hired into a benefits-eligible position with a state entity, your retirement benefits end. HR will explain "benefits eligible." For more information on employment of retired faculty, see the policy on part-• time employment of retired members of the faculty (https://uvapolicy.Virginia.Edu/policy/PROV-003)



SCHOOL OF MEDICINE FACULTY SOM faculty are all 12-month faculty SOM Resignation & Retirement Policy: <u>Https://med.Virginia.Edu/policies/faculty-and-executive-and-senior-administrative-university-staff-resignation-and-retirement-notice/</u> SOM <u>clinical</u> faculty have different procedures than SOM academic/research faculty SOM clinical faculty need to work with both UVA HR and University of Virginia Physicians Group (UPG) HR representatives regarding retirement



DEPARTURE CHECKLIST: AVAILABLE ONLINE CHOOL OF MEDICINE UVA FACULTY AND PROFESSIONAL RESEARCH STAFF (PRS) DEPARTURE CHECKLIST **Revised October 2019** The following is a set of standardized checklists for faculty and professional research staff (PRS) members departing the University through the completion of a limited appointment, resignation, retirement, or termination. Individuals assuming a new position at the University that will result in a significant change in responsibilities may also need to complete parts of the checklist. Ideally, individuals and their chairs are reviewing these forms and beginning the completion process at least 90 days prior to the individual employee's departure. Faculty & PRS Departure Checklist (3 pages) · This contains the departing individual's basic information and forwarding address. · This is where the individual will indicate which checklists apply to their responsibilities. Signatures on this sheet affirm that all steps are complete, including any necessary supplementary checklists. Please note the dates for completing checklist items. Some items are expected 90 days prior to departure.

		SCHOOL OF MED
FACULTY AND PRS DEPA	ARTURE CHECKLIST (All Separations)	
Full Name	Computing ID	— 5
Department	Chair/Manager	_
	Reason for Departure:	7
Anticipated Date of Departure	Retirement Resignation Completion of Limited Term Appointment	
Forwarding Address (include Country if not US):	□ Other:	
	Telephone	_
	Non-UVA Email Address	
Will your bank account be available for the last pay	yroll deposit?	
YES, please deposit in current account.		

CONTRACTOR SCHOOL OF MEDICINE

Supplementary Checklist(s) Questions	Y/N	If Yes, Complete Checklist	And notify:
Do you serve as a Primary Investigator (PI) on a grant/contract?	1	A	Office of Sponsored Programs (OSP)
Do you maintain a research lab or work with hazardous materials?	1	В	Office of Environmental Health and Safety (EHS)
Do you conduct human subject research?	1	с	Institutional Review Board (IRB)
Do you conduct animal research?		D 	Institutional Animal Care and Use Committee (IACUC)
Do you intend to transfer equipment, data, or records?	1	E	Vice President for Research (VPR)
Have you disclosed inventions to the Patent Foundation or do you have pending/issued patents?		F	Licensing & Ventures Group (LVG)
Are you involved with patient care?	Ì	G	Piedmont Liability Trust, UVA Health Information Services, and University Physician's Group
Are you identified on a Technology Control Plan or participating in an export- controlled project or activity?		н	Office of Export Controls

60-90 Days Before Departure Date	
Submit resignation or retirement letter to the appropriate dean 60 days prior to last day. SOM clinical faculty and PRS should notify UPB Provider Enrollment and Piedmont Liability Trust.	
Notify any committees or boards on which you serve.	
Contact the UVA HR Service Center with any questions related to continuation of health coverage under COBRA, conversion or continuation of life insurance, and distribution of retirement contributions. SOM clinical faculty and PRS contact the UPG Benefits Specialist.	
Submit information to your department chair regarding changes in status of your graduate student advisees. Are your students transferring to other institutions or finding a new mentor? If retiring, will you continue to chair or serve on any dissertation committees?	
If any of your students are supported by a stipend, identify the source(s) of funding for the remainder of their course of study, the mentor of record, the lab space in which the work is to be done (if applicable), equipment to be used, and a budget for any needed supplies.	
Notify the Office of Sponsored Programs (OSP) with any requests for relinquishing awards (see Checklist A)	
Notify the Fixed Assets Accounting Group if any assets will be transferred to another institution (see Checklist E)	
If moving to another institution, contact your new institution regarding transfer procedures for sensitive information or equipment.	
Contact your department's local support partner (LSP) for guidance and assistance in deleting University-licensed software applications and/or records that are University property from any computers being transferred to a new institution.	

CHOOL OF MEDICINE

UVAHealth	
SCHOOL OF MEDICINE	

If you have a managed conflict of interest, notify the Conflict of Interests Committee of your departure.	
Notify the relevant committee(s) if you are part of a pending inquiry or investigation.	
Do you currently provide salary support or startup funding to other employees? If so, how much annual support and how long will it continue? Discuss details with your department chair how much support, how long it will continue, and the source(s) of that support.	
Do you direct a center? If so, will the center continue or be dissolved? Discuss details with your immediate supervisor, department chair or dean's office.	
Will you have any liabilities or financial obligations after your departure? How will payment be made? (See also Checklist C for clinical research records.)	

CHOOL OF MEDICINE

FACULTY AND PRS DEPARTURE CHECKLIST (All Separations)

15 Days Before Departure Date	Completed? Y/N/NA
Provide your current department your preferred new contact information so that any mail can be forwarded.	
Settle any cash advances, petty cash accounts, pending reimbursements, parking or library fines, or any other unsettled accounts at the University.	
If you are a supervisor, insure that budgetary records, documents related to performance evaluations,-letters or emails containing resource commitments, and unit strategic plans are labeled and organized in files for the supervisory successor.	
If a supervisor, verify that all evaluations have been completed for your direct reports.	
If you are teaching, submit all outstanding grades. All graded student work must be retained for one year, returned to the student, shredded, or deleted. Refer to the policy on Grading Practices: https://policy.itc.virginia.edu/policy/policy/isplay?id=PROV-005	
Consult with your department LSP and the University Records Management Office (<u>https://recordsmanagement.virginia.edu/</u>) for retention and/or disposition of email, electronic files, any other data stored on devices or the cloud.	
Retirees may retain their computing ID. Please read the account process for retirees information at the <u>University Information Technology Systems</u> website.	
Contact University Human Resources (UVA HR) to determine if you need to complete a Virginia Conflict of Interest Statement.	

UVA Health SCHOOL OF MEDICINE

CHOOL OF MEDICINE

1-2 Days Before Departure Date	Y/N/NA
Remove personal items from offices, labs, and storage areas.	
Return all keys to department.	
If leaving UVA, return UVA ID to ID Card Office: <u>http://www.virginia.edu/idoffice/</u> can request a new identification card.	Retirees
Return all University-owned equipment to your department LSP, including lap phones.	tops and
Return University credit cards and travel cards to your department's fiscal mana	ger.
Migrate or delete all electronic files containing University data from personal devices. Refer to all Health Insurance Portability and Accountability Act HIPAA a Educational Rights and Privacy Act (FERPA) guidelines.	
Transfer ownership of UVA Box folders and files to collaborators who will need o access going forward.	ontinued
Set an auto-reply on your University email account that indicates your dep recipients.	arture to
Uninstall all University licensed software from personally owned computers ar devices.	nd mobile
Notify UVA HR Payroll Office of your new address for your W-2 tax statement.	
If in possession of a university parking pass, return your pass to Parking & Transp	portation.
Faculty/PRS Signature	Date

ADDITIONAL RESOURCES FOR EACH CHECKLIST

CHECKLIST A: GRANTS AND CONTRACTS

https://sponsoredprograms.virginia.edu/ CHECKLIST B: RESEARCH LAB/HAZARDOUS MATERIALS chemical safety lab decommissioning, uva-ehs (virginia.edu) CHECKLIST C: HUMAN SUBJECT RESEARCH http://www.virginia.edu/vpr/irb/hsr/ CHECKLIST D: ANIMAL RESEARCH CHECKLIST E: TRANSFER OF EQUIPMENT, DATA, RECORDS, OR OTHER ITEMS CHECKLIST F: INTELLECTUAL PROPERTY lvg@virginia.edu CHECKLIST G: PATIENT CARE CHECKLIST H: EXPORT CONTROLS & TECHNOLOGY CONTROL PLANS https://export.virginia.edu/



JENNIE BABCOCK

DIRECTOR, HR SERVICE, SCHOOL OF MEDICINE

ERICA WHEAT MANAGER, BENEFITS AND LEAVE UVA HUMAN RESOURCES





- L. Retirement & Savings Plans
- 2. Finances
- **3.** Retirement Before 65
- 4. Retirement After 65
- 5. Advantage 65 Rates
- 6. Health Insurance Credit

UVA Retirement and Savings Plans Structure

















Plan	One Person	Two Persons	
Advantage 65	\$295	\$590	
Advantage 65 + Dental/Vision	\$350	\$700	
Advantage 65 – Medical Only*	\$177	\$354	
Advantage 65 – Medical Only + Dental/Vision*	\$232	\$464	
$A = e^{4} A A$	ea ⁶⁴ - 71 A	Ra ⁴ / A	7.
*These plans do not include prescri Two persons may choose the same premium is the sum of each select	e plan or different Medicare-eligi	ible plans; the total	







UVA Physicians Group (UPG) CONSIDERATIONS WHEN RETIRING

Christine Rudge

Sr. Director Human Resources & Physician Employment





THE BEST PLAN - MetLife	
Life Insurance + Cash	
Include in your retirement planning financial planning deterneed life insurance once retired, and if you do, how much. REMEMBER – YOU ARE THE POLICY OWNER. This is upon retirement from UPG:	
Do I want to keep the policy in place? Can I reduce the amount of life coverage? How can I best use the tax-free dollars accru YOU are responsible for paying the premiun	ued in the plan?
If <u>I keep the policy</u> , how will I pay the premiu Direct to MetLife From the Cash Value	ims for desired coverage:
If I <u>surrender the policy</u> : Cash value gets paid out to you <i>au</i> <i>Possible</i> tax implications (up to Co <i>1035 Exchange</i> to avoid taxes on au Work with financial advisor to s	st Basis tax-free) mount over Cost Basis
PEOPLE PROVIDERS PROCESS	PHYSICIANS GROUP





MORE QUESTIONS?

CHOOL OF MEDICINE

Questions can also be submitted by email:

donna.broshek@uvahealth.org (Broshek)

YFT2HJ@uvahealth.org (Schneider)

MNU2YS@virginia.edu (Babcock)

EAW4G@virginia.edu (Wheat)

CR2J@uvahealth.org (Rudge)