



UVA Department of Surgery

5 Year Strategic Plan
FY25 – FY29

Letter from the Chair



I am pleased to share with you the department of Surgery's Strategic Plan. This plan is a synthesis of an incredible effort from countless members of the department, service line leaders, Health System leadership, and the Health System strategy team. The process was collaborative and inclusive with the intention of maximizing buy-in. Feedback was gathered through a variety of avenues, including individual conversations, group interviews, and a half-day strategy retreat, allowing stakeholders numerous opportunities to contribute.

Every strategic planning process is valuable because we have time to take a step back and assess where we have been and where we want to go in the years ahead. Aligned with UVA Health's institutional strategies, the department's strategic plan is a blueprint for how we aim to prioritize our efforts and invest in the areas where we can optimize our impact. We could not have developed this roadmap without the thoughtful guidance, input, and leadership of the faculty and many stakeholders who contributed to the process.

Throughout this process we have established a vision of who we want to be and how we intend to get there. There was a near unanimous feeling that our department should be a national leader in clinical care, education, and research – reflecting the traditional tripartite mission of academic medicine – in addition to a desire to enhance our community impact.

This plan is intended to be a useful roadmap for the next five years. We have identified overarching strategic goals across all four mission areas and have delineated specific initiatives that will help us accomplish those goals. I am proud of our willingness to make bold plans, hold ourselves accountable, and our commitment to continued excellence. I look forward to what we can accomplish together.

Respectfully,

A handwritten signature in black ink that reads "Allan Tsung". The signature is fluid and cursive, with the first name "Allan" and last name "Tsung" clearly legible.

Allan Tsung, M.D., F.A.C.S.

S. Hurt Watts Professor and Chair
Department of Surgery



Our Mission, Vision and Values

Our Mission

Transforming health and inspiring hope for all Virginians and beyond.

Our Vision

To be the nation's leading public academic department of Surgery and a best place to work — while transforming patient care, research, education, and engagement with the diverse communities we serve.

Our Values: ASPIRE

The department of Surgery aspires to create a culture of excellence, engagement, and trust through our values:

- **Accountability:** Acknowledging and assuming responsibility for where we have succeeded and failed in terms of our actions, decisions, policies, and results.
- **Stewardship:** Managing our resources and commitment to continual improvement and learning responsibly and carefully while acknowledging shortcomings or problems in our quest.
- **Professionalism:** Approaching all that we do in a collaborative way and delivering excellent care through the lens of helpfulness, positivity, kindness, and competency.
- **Integrity:** Being honest, open, and fair through our behaviors, attitude, and treatment of others.
- **Respect:** Valuing everyone through our compassionate and caring ways.
- **Equity:** Fostering an environment of belonging that promotes justice, equity, diversity, inclusion, and unity throughout the organization and within the communities we serve.





Statewide Expansion and Community Collaboration

One of UVA Health's strategic priorities in our ambitious ten-year strategic plan, "One Future Together | Health and Hope for All," is expanding our statewide presence and enhancing access to world-class care, close to home, for all Virginians. To that end, UVA Health took sole ownership of three community hospitals in Northern Virginia (Culpeper, Haymarket, and Prince William Medical Centers) in 2021.

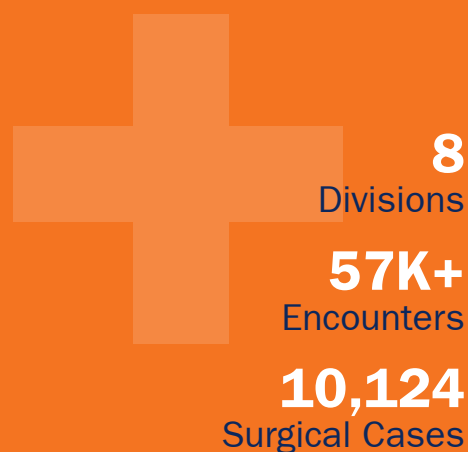
The department of Surgery has worked very closely with leadership throughout UVA Health's facilities to bolster general and subspecialty surgical care across all three of our Northern Virginia community hospitals and our flagship 700-bed University Medical Center in Charlottesville. A testament to the department of Surgery's extraordinary clinical and academic reputations, UVA Health has successfully recruited top-tier surgeons (including breast surgery, bariatrics, colorectal surgery, and surgical oncology), with plans for further recruitment. As UVA Health continues to grow statewide, the department of Surgery serves an extremely vital role in building exceptional clinical services across a growing number of sites of care to achieve our mission of "Transforming Health and Inspiring Hope for All Virginians and Beyond."

UVA Department of Surgery: By the Numbers

People



Clinical Care



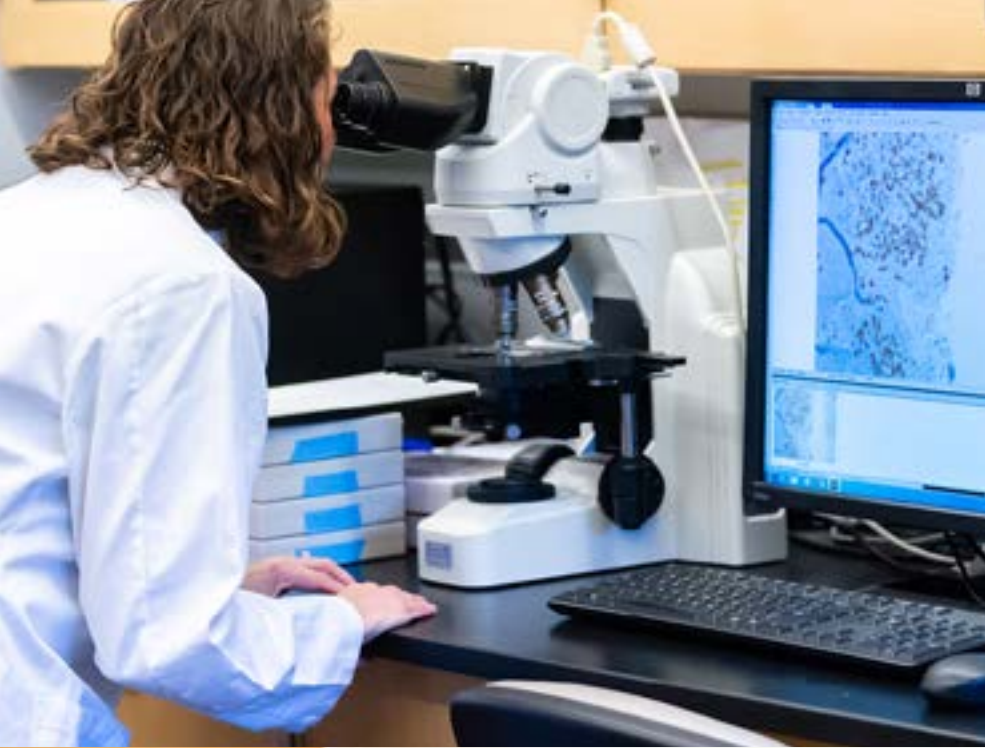
Education



Research



**Ranking reflects FY23, all other data reflects FY24*





People

Cultivating Healthy Communities and Belonging for All

As stewards of health and wellness, we recognize our responsibility to serve not only our patients but also our team members and the broader community.

We are committed to fostering a supportive and inclusive environment for our employees. We strive to enhance workplace satisfaction, professional development opportunities, and wellness initiatives to promote a culture of engagement, resilience, and humanity. By investing in our workforce, we aim to cultivate a dedicated team of healthcare professionals who are empowered to deliver exceptional care and service.

Beyond our internal community, we are expanding our impact on the broader community we serve. Through outreach programs, health education initiatives, and partnerships with local organizations, we aim to improve access to quality healthcare and promote health equity. By addressing social determinants of health and collaborating with community stakeholders, we can create sustainable solutions that enhance overall well-being.

Goals

1. Continue to cultivate a just culture within the department that embodies tripartite surgical excellence, collaboration, and inclusion
2. Support mental and physical well-being of faculty, staff, and learners
3. Deepen community engagement and outreach to address the most pressing health needs of the communities we serve
4. Expand efforts to increase philanthropic funding to help support the department's academic mission

Illustrative Key Initiatives

- Create employee engagement plan that emphasizes participation in the department's events and carves out more time to meet and develop relationships across divisions and positions
- Enhance resiliency and address burnout by spearheading a portfolio of actionable improvements
- Invest in educational opportunities for faculty to create an environment for continued learning
- Partner with local clinics and programs to offer specialized surgical consultations and follow-up care, that enhances access to expert advice and care planning for underserved populations







Clinical Care

Expanding Our Excellence

Delivering compassionate clinical care is at the heart of everything we do. We are continually striving to achieve superior patient outcomes and optimize operational efficiencies to enhance both patient and care team experiences. Our foundation is strong; the next stage in the development of the department's plan is to expand access to specialized surgical services by focusing on excellence and growth in select areas. We will set new standards in surgical practice and attract patients seeking the highest levels of expertise, innovation, and compassionate care.

Additionally, we are expanding our geographic footprint and growing clinical volumes to meet the complex surgical needs of Virginians. Through strategic partnerships and enhanced outreach efforts, we aim to expand access to our specialized care, ensuring that patients across the Commonwealth receive timely and exceptional surgical treatment.

Goals

1. Increase the number of regionally and nationally recognized destination programs of excellence
2. Grow clinical volumes and expand geographic footprint to enhance access and address the most complex surgical needs for Virginians
3. Deliver highest-quality patient care and optimize clinical operations and efficiencies to ensure an exceptional patient and care team experience

Illustrative Key Initiatives

- Distinguish UVA Health as the leader in cutting edge surgical methods (e.g. minimally invasive valve surgery, robotic-assisted complex surgical oncology, etc.)
- Expand existing and build new multidisciplinary centers of excellence (e.g. esophageal and foregut, pediatric colorectal, transplant oncology, aortic, etc.)
- Explore new areas of collaboration with other health systems across Virginia
- Create a plan and dedicate resources for progressive surgical subspecialization through recruitment of top talent, professional development, and program redesign
- In partnership with system leadership, work to streamline and standardize processes to improve efficiency and enhance the patient experience
- Continue to focus on achieving superior quality performance through the monitoring and alignment of metrics between the department, Medical Center, and service line quality teams



Education

Bolstering Distinction

The UVA department of Surgery has a long and strong tradition of developing world-class surgeons. Our faculty are committed to each individual resident and fellow with a focus on rigorous clinical training, research opportunities, and mentorship. We aim to provide innovative surgical education by creating distinctive educational pathways that cater to the diverse interests and career aspirations of our trainees while nurturing clinical proficiency, research, and leadership capabilities. Through specialized training tracks, advanced simulation technologies, expansion into new fields, and robust mentorship frameworks, we will provide our trainees with unparalleled opportunities for professional growth and specialization.

Our commitment to excellence in education is built on a culture of diversity, equity, and inclusion within our training programs. By embracing the richness of perspectives and backgrounds and creating dynamic support structures, we seek to cultivate a diverse cohort of surgeons who are prepared to address the complexities of modern healthcare and meet the needs of diverse patient populations. These goals will guide our efforts to continue as a national leader in surgical education and training while improving our patients' experiences and outcomes.

Goals

1. Continue to differentiate residency and fellowship programs from other national leaders through personalized and innovative education curriculums
2. Expand residency and fellowship programs in key areas to adapt to changing specialization seen in surgical fields
3. Optimize experience and utilization of trainees and APPs to allow all team members to work efficiently and collaboratively

Illustrative Key Initiatives

- Increase resident and fellow exposure to UVA Health's community hospitals and practices with rotations around the state
- Implement structured leadership development for residents
- Develop and lead educational opportunities across the state (e.g. multi-institutional robotic training curriculum, mock oral boards, etc.)
- Foster a supportive and inclusive training environment that incorporates wellness, resilience, and cultural competency programs







Research

Enabling Discoveries for Better Health

The department of Surgery is a leader in research and consistently ranks highly in NIH funding. We are dedicated to advancing cutting-edge translational research and expanding our research portfolio. Our commitment to pioneering research in surgical sciences is central to our mission of improving patient outcomes beyond the walls of the hospital and shaping the future of surgical care.

Our research goals reflect our vision to be a leader in innovative translational research and bridging the gap between laboratory discoveries and clinical application. We will leverage our expertise and collaborative spirit to tackle complex challenges in surgery, driving discoveries that translate directly into transformative clinical practices. By fostering a culture of inquiry and collaboration, investing in state-of-the-art infrastructure, and cultivating diverse talent, we aspire to grow and diversify our research portfolio. This growth will enable us to accelerate breakthroughs that redefine standards in surgical treatment and patient care.

These goals will guide our efforts over the next five years to push the boundaries of surgical knowledge and innovation through rigorous basic and translational research and develop future surgeon-scientists who will continue to push the field into the future. Together, we continue on this journey with a shared commitment to excellence, collaboration, and transformative impact in surgical research.

Goals

1. Strengthen and diversify our research programs through interdisciplinary collaboration and a focus on translation
2. Continue to build a collaborative, efficient, and effective research infrastructure with a focus on accelerating translational impact
3. Cultivate, develop, and mentor the next generation of surgeon-scientists

Illustrative Key Initiatives

- Encourage cross-departmental and system-wide collaboration to support translational research
- Attract and retain top research talent
- Expand research fields and mentors for student, resident, and fellow research
- Continue to expand new mentoring program for academic investigators and clinicians focusing on research success

