

MEDICINE

NEWS FROM THE DEPARTMENT OF MEDICINE

MATTERS

MESSAGE FROM THE CHAIR

NOVEMBER 2023



This month, I wanted to highlight our residency program in the Department of Medicine. This is the time of year when we interview prospective residents, and it offers an excellent opportunity to reflect on what makes our training programs so great. It starts with all of you and the fantastic teaching and mentorship that benefits our trainees. Year after year, residents praise the clinical

teaching and opportunities to learn from you. In addition, the residents have a really special collegiality that affords them teaching from their colleagues as well as an esprit-de-corps that defines this as a unique training environment. Ultimately, we are so fortunate to work with a capable, caring, compassionate, and motivated group of residents that I am very proud of. I also want to highlight that the leadership of our residency program is top in the country. Led by Dr. Brian Uthlaut and his associate program directors (Drs. Rebecca Clemo, Jessica Dreicer, Drew Harris, Rachel Kon, Allison Lyons, Alex Millard, Jeff Sturek, and Andy Wolf) and supported by the world's best administrative team (led by Joy Hilton), this group creates the curriculum and standards that make our program so outstanding. Lastly, thank you to everyone who takes part in the interview process. This is a critical part of recruiting the best candidates to UVA, and please consider spending some time as an interviewer.

This month in Medicine Matters, we highlight our largest Division, General Medicine, led by Dr. Mohan Nadkarni. General medicine is a highly diverse division and includes geriatrics, palliative care, hospital medicine, and general internal medicine. This group is the foundation for our Department and is distinguished by numerous programs of excellence and nationally recognized leaders in their areas of expertise. I am sure you will enjoy reading about this incredible group.

With best wishes,

Mitchell H. Rosner, MD, MACP
Henry B. Mulholland Professor of Medicine
Chair, Department of Medicine

 UVA Health | DEPARTMENT OF MEDICINE

MISSION
We are dedicated to preventing disease and treating illness, educating and inspiring future leaders in the field of internal medicine, and supporting innovative biomedical research.

VALUES
We strive for a sense of community, connection, and synergy among all faculty, staff, and trainees.

PLEDGE
We will conform to the highest ethical standards, uphold the values of our partner organizations, and give back to our community through public service.



UVA Health

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- [HIGHLIGHTED DIVISION](#)
- [MINDFULNESS MATTERS](#)
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DOM UPDATES & NOTES

DOM Financial Update

Department of Medicine Summary of Consolidated Financials FY21 as of September 2023

	Budget YTD	Actual YTD	\$ Variance YTD
Work RVUs	289,450	296,787	7,337
Clinical Receipts (NPSR)	18,565,639	19,414,467	848,828
Total Revenues	58,968,174	63,256,119	4,287,944
Total Expenditures	54,633,081	58,820,034	(4,186,952)
Net Income	4,335,093	4,436,085	100,992

Summary Explanation of Variance:

For the fiscal year through September 2023, DOM reported a consolidated net gain of \$4.4M and a favorable variance to YTD net income budget of \$101K.. Clinical receipts surpassed budget by \$849K primarily due to unbudgeted Community Oncology charge volumes and impact of legal collections corrections. Total revenues include \$3.8M Endowment revenue recorded for October through June and \$1.9M clinical deficit coverage revenue accrual. Total revenue is missing \$426K in delayed MOU agreements. Total expenditures variance is unfavorably impacted by timing of \$2.6M expenditures related to grants and startups as well as \$910K unbudgeted CommOnc Expenses.

Trailblazing a Path as a Woman in Science, Medicine, and Entrepreneurship: Discussion with Dr. Jennifer Elisseeff



Thursday, November 2, 2023
4:30pm – 6:00pm
Meeting Room A
Education Resource Center

LEARN MORE & REGISTER



12 Mental Health and Wellness Resources For You To Know About

DOM UPDATES & NOTES



Kathleen McManus MD



Firas El Chaer MD



Thomas Platts-Mills MD



Kelly Davidson MD



Brittany Davis MBA

Awards and Achievements

Congratulations to **Dr. Kate McManus** (Division of Infectious Diseases), who was named a Fellow by the *Infectious Diseases Society of America*. [Read more...](#)

Congratulations to **Dr. Firas El Chaer** (Division of Hematology/Oncology) on his collaborative article *“American Society of Transplantation and Cellular Therapy Series: #7 - Management of Respiratory Syncytial Virus Infections in Hematopoietic Cell Transplant Recipients”* published in *Science Direct*.

Congratulations to **Dr. Thomas Platts-Mills** (Division of Asthma, Allergy, and Immunology) who has been awarded the *American Academy of Allergy, Asthma and Immunology Distinguished Scientist Award*. [Read more...](#)

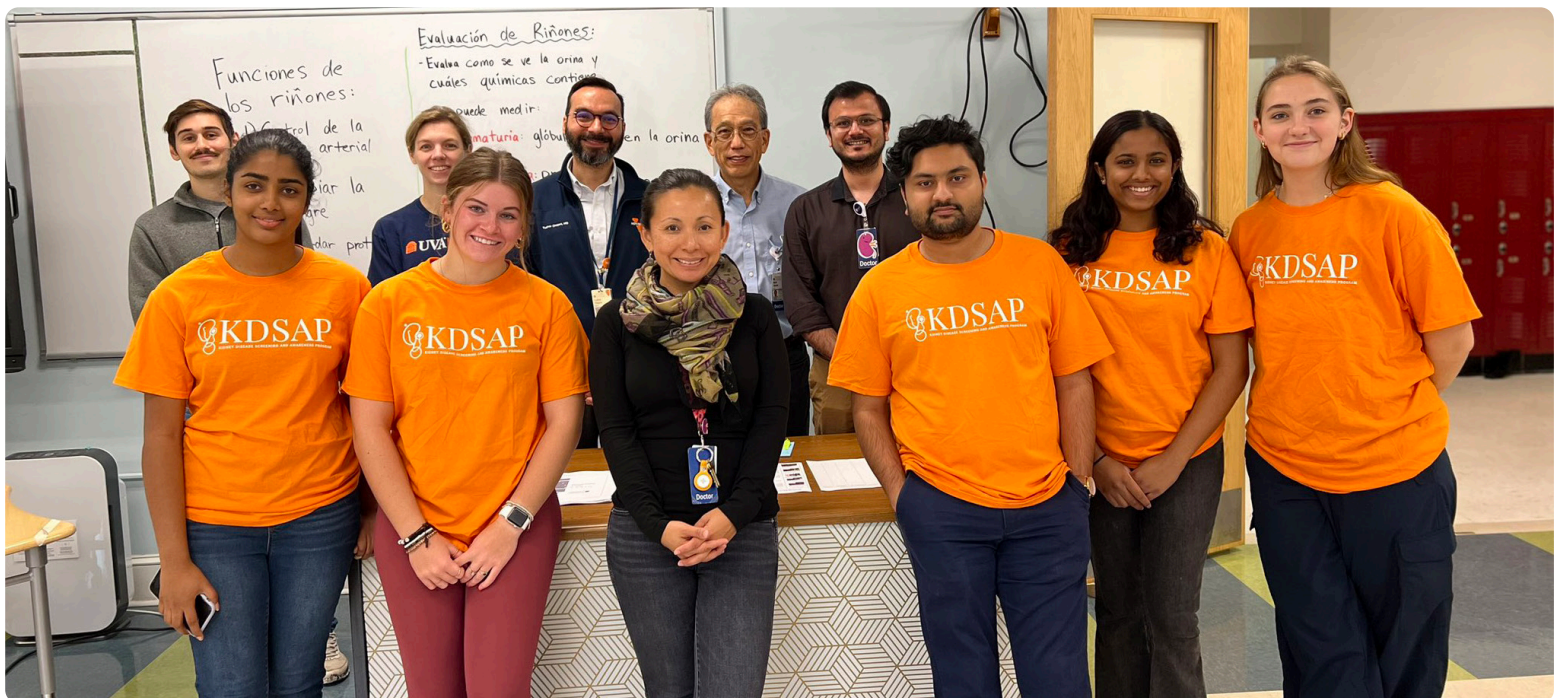
Congratulations to **Dr. Kelly Davidson** (Division of Hematology/Oncology) for her feature in an article published in *Hematology Advisor* entitled *“A New Era in Awareness for Sickle Cell Disease Testing in the Caribbean”*

Congratulations to **Brittany Davis**, Gastroenterology Fellowship Coordinator, who will be honored with a 2024 Alliance Award from the Alliance for Academic Internal Medicine in April. Recipients represent an outstanding group of academic internal medicine professionals recognized for their exceptional leadership, dedicated service, and astounding achievements. In addition to all that she does for our fellowship program, Brittany is also working on an institutional and national level with program coordinators in other departments at UVA and around the country to lead the efforts in training people about virtual interviewing with Thalamus. She will also present a workshop at APDIM (Association for Program Directors in Internal Medicine) about using social media to highlight your program. [Read more...](#)

Community Outreach

Great Saturdays Helping the Community

Thank you to all of our doctors, nurses and medical students who served the community and underserved populations at the “Latinx Health Fair” on October 14th and the Islamic Society of Central Virginia on October 21st performing free kidney health screenings. You help keep our community healthy!



DOM UPDATES & NOTES

Shark Tank For 100K and 50K Research Grant Development Awards!

Researchers, do you want a chance to win a bite out of a \$150,000 grant funding award allocated by Dean Kibbe? Then dive into the School of Medicine “Shark Tank” Research Competition!

Here’s what you need to know:

- Plan to develop a team to pitch your idea for an NIH U or P equivalent grant submission to the audience at the 2024 School of Medicine Research Retreat.

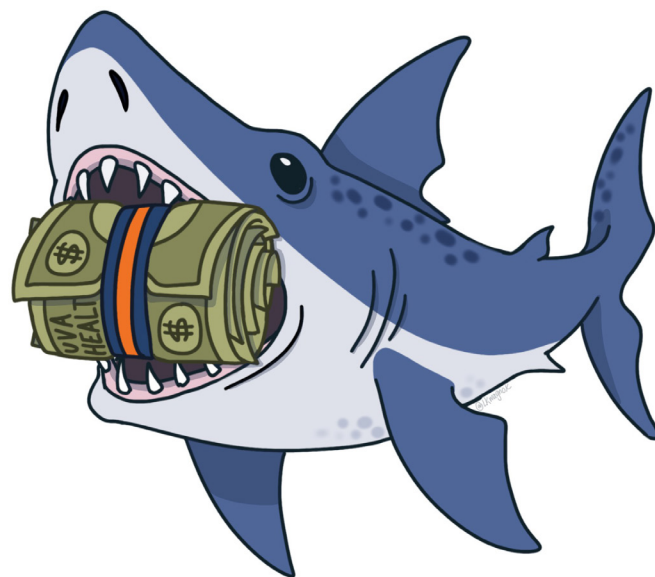
- Teams will develop a persuasive short pitch to present on stage, answer “biting” questions about their idea, and submit to audience polling/voting to select the winner in Shark Tank format.

- 1st place team receives 100K and the 2nd place team 50K to submit a U or P grant; all teams receive consultation with other UVA investigators that have previously received these awards; the winning team receives grant administration assistance from the administrator with prior U/P experience.

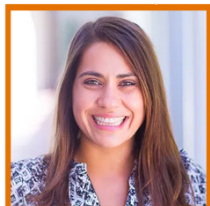
- Multidisciplinary teams are encouraged.

Save the Date: Feb 2-3 at the Forum Hotel, School of Medicine Research Retreat (all faculty and staff welcome)

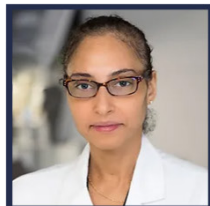
For more information contact [Scott Heysell MD MPH](#)



iDRIV: Inspiring Diverse Researchers in Virginia



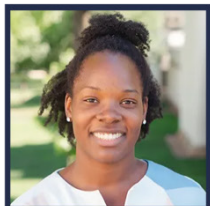
Chelsea Marie, PhD



Francine Garret-Bakelman, MD, PhD



Ileana Mauldin, PhD



Cherise Green Brackett, BS, MD



Ana Karina de Oliveira, PhD



Eunice Odiase, MD



Nicolas Ortiz, MD

Cultivating Research Excellence Through a Career Building Program

The integrated Translational Health Research Institute of Virginia (iTHRIV) seeks to promote diversity and excellence at UVA by offering an innovative career mentorship program “inspiring Diverse Researchers in Virginia” (iDRIV). iDRIV provides education, coaching, mentoring, and sponsorship for underrepresented early-career investigators in medicine and biomedical science. In the past 3 years, iDRIV has graduated 24 scholars across three cohorts. Participants have been predominantly female (92%), with 33% identifying as Hispanic/Latinx, 29% as Black, and 13% Asian. Notably, 38% of scholars have subsequently achieved at least one significant accomplishment, such as receiving a local research honor or award and an extramural funding award from a foundation or federal agency.

For the 2024 cycle sessions will be held every other Tuesday from 2-3:30 pm from January 16th, 2024-June 4th, 2024 and is open to all school of medicine departments.

Eligibility: Participants must meet the following:

1. Fellows, Clinical Instructor, Assistant Professor, Early Associate Professor (<5 years) and Post-Doctoral Fellows
2. Committed to a career in clinical, basic, or translational research
3. Meet the NIH definition of underrepresented persons in biomedical research NIH Definition

[APPLICATION](#)

[LEARN MORE](#)

In Media

Dana Albon, MD, to Lead Cystic Fibrosis Learning Network Data Management and Reporting Core (Medicine In Motion)

To continue to support data-driven improvement and to expand the capacity of the Cystic Fibrosis Learning Network (CFLN) to conduct real-world research, the Cystic Fibrosis Foundation has invited the University of Virginia to serve as the Cystic Fibrosis Learning Network Data Management and Reporting Core (DMRC). UVA has assembled a team of clinicians, analysts, biostatisticians, and coordinators steered by Dana Albon, MD, MS, a pulmonologist and director of UVA Adult Cystic Fibrosis Clinic,



[READ MORE.](#)

Q&A: Heartburn or Heart Attack? Here's What You Need to Know (UVA Today)

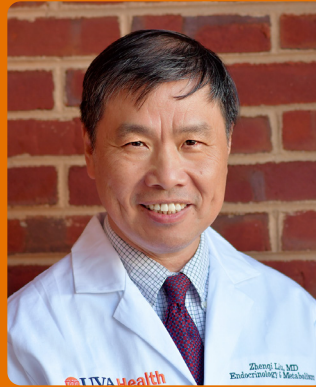
"Heartburn is the symptom individuals experience due to acid reflux, which is acidic exposure in the esophagus."

Dr. Bryan Sauer answers UVA Today's questions about what causes reflux, how to prevent it and what might help differentiate the experience from heart trouble.



[READ MORE](#)

Endocrine Feedback Loop Podcast (Endocrine Society)



Join host Chase Hendrickson, MD, from Vanderbilt University Medical Center, in a discussion about a recent article ("Effects of Aerobic Training and Semaglutide Treatment on Pancreatic β -Cell Secretory Function in Patients With Type 2 Diabete.") in The Journal of Clinical Endocrinology & Metabolism with guest expert Zhenqi Liu, MD, from the University of Virginia and Steven D. Wittlin, MD, from the University of Rochester Medical Center.

[LISTEN TO PODCAST](#)

[READ ARTICLE](#)

Dr. Patrick Jackson, UVA Health, is helping with a new study on how a common diabetes drug could relieve COVID-19 symptoms. (CBS19)

A new study is underway to uncover potential treatments that could alleviate the symptoms of the virus. A national trial is looking at the possibilities of metformin, an oral medication commonly used to treat diabetes.

Dr. Patrick Jackson, is lending his expertise to the ACTIV-6 study.

"The goal of this study, the Active6 study, is to find repurposed medication that can help patients who are still at home feel better more quickly and get back to their regular lives," said Jackson.



[WATCH VIDEO](#)

How are women affected differently than men by heart disease? (Daily Progress)

Heart disease risk factors include high blood pressure, high cholesterol, smoking, obesity, and inactivity. However, women have additional risk factors like pregnancy, PCOS, autoimmune disorders, and cancer. Understanding these differences is crucial for early detection, effective prevention and ultimately improved outcomes in women.



[READ MORE](#)



FOLLOW THE DEPARTMENT OF MEDICINE

DOM UPDATES & NOTES

Kindness and Kudos

Those within the Department are the best of the best, and you should hear about it! Below is a small sampling of the feedback the students submitted about attendings and housestaff recently (more to come in future issues). If you have a kind word of thanks or praise you would like to share here, contact Kim Kelley-Wagner at kak2cj@uvahealth.org. And thank you to everyone for all you do every day!

"Internal Medicine has the best department-wide commitment to education. It is very clear that attending, fellows, and residents have "bought in" and really care about students' growth and learning. I always felt like an important part of the team during this rotation. During this clerkship students are given considerable responsibility and independence, and residents are trusting of students to help. I also liked that we did not have a lot of assignments and we could focus on clinical development."

"It [Medicine Clerkship] is the first time Medical Students experience what it is to contribute as part of a team. Our opinion has a weight. The didactics were wonderful ways to review material."

"Excellent teaching, great variety of patients, I learned a lot."

Congratulations Hematology Oncology Clinics

Congratulations to all those who are recipients of the **Fiscal Year 2023 Patient Experience Awards!** All of our clinics were recognized for excellent patient care.

Emily Ayers MD
Jenna Campo AG-PCNP
Kimberly Leake Conrad FNP
John Densmore MD
Patrick Dillon MD
Michael Douvas MD
Firas El Chaer MD
Elizabeth Gaughan MD

Rick Hall MD
Susie Herndon AG-PCNP
Varinder Kaur MD
Michael Keng MD
Tri Le MD
Louise Man MD
Mike Marshall PhD MSN ANP
Trish Millard MD

Nick Paphitis MD
Pranav Patel MD
Craig Portell MD
Matthew Reilley MD
Indu Varadarajan MD
Leonid Volodin MD

DEPARTMENT OF MEDICINE MEDICINE GRAND ROUNDS UNIVERSITY OF VIRGINIA

COME SEE HOOS RUNNING WITH GIM!

'Run with GIM' (General Internal Medicine) would love for all interested to join us at 5pm every Wednesday across from the South garage on the corner of Jeanette Lancaster and Crispell Dr.

Run with GIM is a non-competitive, all-inclusive running group focused on building wellness and growing camaraderie.



Follow
DOM on
INSTAGRAM!

DOM UPDATES & NOTES

Welcome To The World



Congratulations to Robert (Hospital Medicine) and Liz Becker who welcomed daughter Camille 'Millie' on June 4, 2023.



Congratulations to Benjamin White (Hospital Medicine) and Krithika Shanmugasundaram (Hematology/Oncology) who welcomed son Suryan on September 15, 2023.



Congratulations to Emily Richardson (Hospital Medicine) and Andrew Hulbert who welcomed son Charles on August 7, 2023.

Congratulations



Congratulations to Caleb Martin (Infectious Diseases) on his engagement to Minh. Wonderful news!

SHARE YOUR TRADITIONS AND CELEBRATIONS WITH US!

Email Kim Kelley-Wagner
kak2cj@uvahealth.org

Have News To Share on Medicine Matters?
Contact kak2cj@virginia.edu
434.328.0680

FOLLOW
UVA CARDIO

FOLLOW
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FOLLOW UVA
NEPHROLOGY

FOLLOW
UVA ENDO

FOLLOW UVA
PULMONARY

FOLLOW UVA WOMEN IN
INTERNAL MEDICINE
NETWORK

KNOW
SOME
GREAT
CVILLE
SPOTS?
TELL
US
MORE
HERE!

Do You Have News You'd Like To Share on Medicine Matters?

Contact Kim Kelley-Wagner kak2cj@virginia.edu
434.328.0680

Message from Section Head, Amber Inofuentes, MD



2023 proved to be a challenging year for Hospital Medicine. Greater than usual faculty turnover resulted in significant short-staffing, yet recruiting efforts to restore full staffing unfortunately fell short of expectations. To maintain clinical operations, the group worked well over 250 extra shifts and continues to do so this year through the creation of a daylighting model. Despite these challenges, we have continued to advance our strategic aims in clinical innovation and excellence, medical education, and faculty development. We have also focused on ways to cultivate community and connection through exercise groups, annual family-friendly gatherings, and a light-hearted amateur baking competition.

In continuing education and faculty development, we implemented a high-yield conference series to integrate better and prepare new faculty for clinical and educational roles in academic hospital medicine. We began a Writing Accountability Group to promote scholarship. Three more of our faculty (Rahul Mehta, Alex Millard, and Glenn Moulder) were also successfully promoted to Associate

Professor.

In the clinical arena, our Night 2 hospitalist service was launched last September and has proven a successful model for improving clinical capacity, patient safety, and housestaff teaching and supervision. Nocturnists frequently help avoid unnecessary admissions by developing collaborative plans for outpatient management or direct admission to a skilled nursing facility as an alternative to hospitalization. In recognition of their unique and valuable work, the Nocturnist team received this year's DOM Award for Outstanding Team Contribution. We have recently implemented a new Advanced Practice Provider service to expand our clinical capabilities.

Our group also remained active in various quality improvement and patient safety initiatives, including lab and telemetry stewardship, medication reconciliation, and clinical documentation. In addition to these projects, many hospitalists devoted their time mentoring IM resident longitudinal QI projects. We also developed individual performance scorecards provided to faculty each quarter, allowing for personal review and reflection on key quality metrics.

Despite the challenges of recruiting and staffing, I am proud of all we have accomplished this year, none of which would be possible without the vital work of the section's leadership team. I encourage you to read articles throughout the Newsletter highlighting their efforts. New to the leadership team this year are Ryan Wiggins, Assistant Director of Clinical Operations, and Rob Becker, Director of the Hospitalist APP Program. This year's recruiting class boasts an outstanding cohort of physicians and APPs, several of whom were internal candidates from our residency program or other departments. We were fortunate to recruit others from across the region with experience in diverse clinical settings. We have also grown in other ways. The portfolio of research and quality improvement accomplishments, educational leadership roles, and Department/Medical Center roles continues to expand, and our extended family has grown with four more babies already in 2023 and two due for arrival on November 1st.

Looking into early 2024, we are excited to welcome two additional faculty and an APP who come with extensive experience in community hospital medicine. We will also work to further optimize clinical operations through a new ATC Nurse Coordinator role and continue quality improvement efforts focusing on patient progression, clinical documentation, and high-value care.

As a group, we'd like to extend our gratitude to the rest of the Department for its continued support of our endeavors.

~ Amber Inofuentes MD, Section Head

CLINICAL HIGHLIGHTS

Advanced Practice Provider Service Launches

By Rob Becker, MD, Director of Hospitalist APP Program



Last year, the hospitalist program experienced higher-than-usual faculty turnover, including three off-cycle departures. This presented a unique opportunity to expand the breadth and expertise of our clinical workforce by incorporating Advanced Practice Providers (APPs). According to a 2023 Society of Hospital Medicine Survey, 87% of all academic medicine hospitalist groups utilize APPs in various clinical roles, including observation units, direct care services, specialty services, and consultative care. This spring, we recruited three APP team members: Mary Hardy, Deborah Okyere, and Colleen Vadia.

Mary has spent much of her career at the University of Virginia with extensive critical care nursing experience with the MICU and MET team before becoming a nurse practitioner and working for several years as a cardiology NP. Before joining our team, Deborah worked as an NP with the Orthopedics Department. During that time, she has worked closely with the hospitalist team as part of the Orthopedics Co-management service. Colleen comes to us from Atlanta, Georgia, with nearly a decade of PA experience with an inpatient pulmonary service and, more recently, an educational role for Pfizer. APPs manage direct care 'Float' service of general medicine patients and rotate through admitter shifts. We are very excited about this addition to our team, and have received tremendous positive feedback from clinical staff. In addition to supporting clinical care services, hospitalist APPs will participate in quality improvement initiatives and clinical research to help enhance patient care outcomes. The program will continue to evolve as we add an NP in early 2024 and explore the development of a Hospital Medicine Nurse Practitioner Fellowship Program.

Daylighting Opportunities Support Clinical Operations

This year, hospitalist operations needed to adapt to significant staffing shortages due to four faculty vacancies. Adjustments have primarily led to reliance on daylighting to fill many Admitter shifts. This daylighting has been done mainly through internal daylighting by hospitalist faculty picking up extra shifts for pay, though chief residents have also picked up many weekend shifts. **We welcome any interested independently licensed fellows and faculty to join our team of daylighters.** Day shifts not for you? We also have night-shift moonlighting opportunities. Shift rates start at \$1,250 for daytime shifts with an escalation for evenings and nights. Please contact Amber Inofuentes at ANT4P@uvahealth.org if you'd like more information.

RESEARCH HIGHLIGHTS

Clinical Reasoning Research Collaborative (CRRC)

By Andrew Parsons MD



The University of Virginia's Clinical Reasoning Research Collaborative (CRRC) is a research team housed within the Section of Hospital Medicine. The CRRC's mission is to further our understanding of clinical reasoning (how clinicians think through medical problems, including diagnosis, management, and prognosis) to improve medical education and positively impact patient care. To achieve this aim, the CRRC seeks internal and external collaboration with patients, clinicians, educators, and scholars interested in conducting high-quality research on clinical reasoning. The CRRC was launched in the fall of 2022 by co-founding PIs: Dr. Andrew Parsons and Dr. Jessica Dreicer. As internal medicine hospitalists, Dr.

Parsons and Dr. Dreicer are committed to improving patient safety by reducing diagnostic and management errors. Central to this goal is an improved understanding and practice of clinical reasoning. Collaborative members include Dr. Greg Young, Dr. Rebecca Clemo, Dr. Ian Crane, and Dr. Brian Peterson. You can learn more [here](#).


RESEARCH HIGHLIGHTS

Hospital Medicine Innovations in Physiological Monitoring Earn Recognition

By Shrirang Gadrey MBBS MPH, Division Director for Research

A) Modelling the impact of occult hypoxemia

In 2019, Dr. Gadrey and colleagues developed a new model for the oxygen-hemoglobin dissociation curve¹. The goal was to estimate the partial arterial oxygen (PaO₂) pressures using non-invasive pulse oximetric saturation data (SpO₂). The newer model worked better in hospitalized patients than the classical models from healthy subjects¹. This year, Drs. Gadrey and Dreicer applied the new model to study racial disparities in occult hypoxemia².



Occult hypoxemia occurs when the pulse oximeter reports a falsely normal oxygen saturation in a hypoxemic patient. Such a misleading observation can adversely affect outcomes. This error occurs more frequently in patients with darker skin and contributes to racial disparities in outcomes. However, to directly quantify occult hypoxemia, arterial blood gas, and a pulse oximetric saturation has to be recorded simultaneously. Such an invasive approach cannot be applied on a hospital-wide scale. The exact relationship between occult hypoxemia and outcomes remained a mystery. We used our oxygen dissociation curve model to indirectly estimate the impact of occult hypoxemia and externally validated our findings at the Emory University Hospital². Our novel approach can enable research into occult hypoxemia on a larger scale than previously possible.

The Society of Critical Care Medicine recognized our work's importance and invited us to present the findings at the Critical Care Congress 2023 in San Francisco.

B) Developing technology to monitor for labored breathing patterns

Breathing patterns (or respiratory kinematics) contain vital diagnostic and prognostic information. Yet, conventional vital signs do not report respiratory kinematics beyond the average respiratory rate. Clinicians have to rely on qualitative visual inspections for a complete assessment. Such assessments lack sensitivity and inter-rater reliability and are manual effort intensive. This leads to delays in detecting high-risk labored breathing patterns and missed opportunities for early life-saving intervention.

To tackle this gap in patient monitoring, Dr. Gadrey and colleagues previously developed time-series methods to detect breath intervals and characterize respiratory kinematics using motion sensors in healthy adults in an exercise physiology laboratory³. This year, we studied the breathing motion patterns of 108 hospital patients with active respiratory symptoms. Our findings confirmed that (a) breathing motion patterns are a rich source of physiological information, with more complexity than is adequately represented by the respiratory rate alone, and (b) high-risk breathing phenotypes can be identified in an everyday clinical context through multi-dimensional analysis of respiratory kinematics.

Recognizing the success of our proof-of-concept studies, the Virginia Innovation Partnership Corporation awarded us \$100,000 from the Commonwealth Commercialization Fund. This support will allow us to establish the infrastructure needed for home monitoring of breathing patterns. Our work can potentially improve care in a wide range of clinical areas, like the early detection of asthma attacks in children or the prevention of heart failure readmissions in the elderly.

A more detailed description of these innovations can be found in [Dr. Gadrey's Medicine Grand Rounds presentation](#) (password: medmovies).

References:

1) Gadrey SM, Lau CE, Clay R, Rhodes GT, Lake DE, Moore CC, Voss J, Moorman JR. Imputation of partial pressures of arterial oxygen using oximetry and its impact on sepsis diagnosis. *Physiological Measurement* 2019 Oct 25;

2) Gadrey SM, Mohanty P, Haughey SP, Jacobsen BA, Dubester KJ, Webb KM, Kowalski RL, Dreicer JJ, Andris RT, Clark MT, Moore CC, Holder A, Kamaleswaran R, Ratcliffe SJ, Moorman JR. Overt and occult hypoxemia in patients hospitalized with COVID-19. *Critical Care Explorations* 5(1):p e0825, January 2023.

3) Ashe WB, Innis SE, Shanno JN, Hochheimer CJ, Williams RD, Ratcliffe SJ, Moorman J R, & Gadrey SM (2022). Analysis of Respiratory Kinematics: A method to characterize breaths from motion signals. *Physiological Measurement* 43 015007.

4) Ashe WB, McNamara BD, Patel SM, Shanno JN, Innis SE, Hochheimer CJ, Barros AJ, Williams RD, Ratcliffe SJ, Moorman JR, Gadrey SM, Kinematic signature of high-risk labored breathing revealed by novel signal analysis, *medRxiv* 2023.06.08.23291170.

EDUCATION AND FACULTY DEVELOPMENT HIGHLIGHTS

Early Career Scholar (ECS) Program Success

By Andrew Parsons MD

Intending to provide structure and support to foster academic achievement, the Section of Hospital Medicine launched the ECS Program in early 2022. The two-year ECS Program provides protected non-clinical time for selected faculty hospitalists to complete a mentored project focused on clinical research, medical education, hospital or section operations, development of a new clinical program, or quality improvement in alignment with departmental and institutional priorities. Dr. Ian Crane was selected for the inaugural cohort and has found early success with his project, “Deconstructing Pre-rounding: Applying Observations from Cognitive Task Analysis to an EMR Simulation.” Dr. Crane has completed a national training course in Cognitive Task Analysis and built clinical cases within Epic for research purposes. He was recently awarded a \$27,000 grant through the UVA Center for Excellence in Education, providing ongoing FTE support, Epic assistance, and funding participant incentives.

SGIM’s MedEd Scholarship Faculty Development Program

Congratulations to Dr. Ivonne Lollett on her selection to the inaugural Society for General Internal Medicine (SGIM) MedEd Scholarship Faculty Development Program, designed to foster the development of scholarship skills for the clinician-educator. This one-year faculty development certificate program began in September 2023 and includes monthly seminars and group and one-on-one mentoring for a scholarly project. Dr. Lollett aims to create a formalized night curriculum for interns and residents on their general medicine night

Hospital Medicine Launches Writing Accountability Group

By Jess Dreicer MD



Inspired by Writing Accountability Groups (WAGs) started at Johns Hopkins, several hospitalists began meeting in August of 2022 to increase academic productivity by dedicating an hour a week to scholarship and increasing accountability by setting a meeting time. We are currently halfway through our third, ten-week session. Multiple publications and abstracts that were fostered during these meetings have been published. We are always open to new members; contact Jess Dreicer jd3nd@uvahealth.org if you want to join!

HONORS AND AWARDS

Awards

Andrew Parsons – 2023 ACP Waxman Award for Outstanding Contribution to Medical Education

Jess Dreicer – 2023 Inpatient Attending of the Year Award

Andrew Parsons – 2023 Department of Medicine Award for Excellence in Research

Ben Martin – 2023 Department of Medicine Award for Excellence in Education

Val Lollett, Angel Morvant, Joe Kerley, Brian Peterson – 2023 Department of Medicine Award for Outstanding Team Contribution

Promotions

Glenn Moulder – Associate Professor

Alexander Millard – Associate Professor

Rahul Mehta – Associate Professor

FACULTY DEVELOPMENT PROGRAM HIGHLIGHT

New Hospitalist Faculty Development

By George Hoke MD



The Section of Hospital Medicine continues to grow and welcomed four new faculty members and three advanced practice providers to our team in 2023. The transition from resident to faculty and from one institution to another can be quite complex. To smooth this transition and ensure our new Hospitalists start their UVA careers on solid ground, Alex Millard and George Hoke created an early career faculty development program in 2022. The components of this program include mentorship and a Professional Development Conference Series. Each participating Hospitalist is assigned a primary mentor from the Section of Hospital Medicine. This senior Hospitalist will serve as a guide for exploring the opportunities within

Hospital Medicine at the University of Virginia. Additional mentors with expertise in the faculty member's area of interest will be added to the mentorship team as needed. The mentorship team may include faculty from outside the Section of Hospital Medicine. After the first year, each faculty member will work with their mentorship team to create goals for year two. In its inaugural year, the Professional Development Conference Series was delivered in evening sessions scheduled monthly. In 2023, we have transitioned to two half-day seminars to ensure faculty availability. The first seminar, delivered in September, included onboarding topics and laying the groundwork for faculty development. The second seminar is scheduled for December and focuses on educational skills. See the full schedule below. The Section of Hospital Medicine would welcome the participation of new faculty from other Sections within the Division. Please reach out to George or Alex if interested.

September

The Mission and Culture of Hospital Medicine at UVA

UVA Organizational Structure

Understanding Your Benefits

CME and MOC

The Business of Medicine

Documentation and Coding

Quality Improvement and Patient Safety

Care Transitions

December

Perioperative Medicine

Effective Hand-off of Care

Teaching Residents and Students on the General Medicine Service

Teaching Students on the Hospital Medicine ACE

Learner Evaluation and Feedback

Exploring Opportunities for Professional Development and Mentorship



MINDFULNESS MATTERS

A NEWSLETTER FROM THE UVA MINDFULNESS CENTER

QUALITY HIGHLIGHT

Hospital Medicine Projects Improve Value, Reduce Unnecessary Costs

By Jess Dreicer MD

Each year, the Section of Hospital Medicine makes an agreement with University of Virginia Health leadership to target specific improvements in the quality and safety of inpatient care. The program developed and implemented two High Value Care projects this past year. One of these projects focused on reducing unnecessary routine laboratory orders focusing on CBC with differential, CMP, Magnesium, and phosphorus. Dr. Glenn Moulder designed education and guided self-reflection exercises. Each quarter, faculty received an individual performance report of their ordering practices compared to peers that they used to prompt reflections on improvement opportunities. This project resulted in a reduction in CBC with differential ordering by 38%, an estimated savings of \$30,000 a year, and a reduction in CMP ordering by 20%, an estimated savings of \$130,000 per year. Though magnesium and phosphorous ordering was not reduced, further analysis of baseline ordering rates demonstrated existing lab stewardship.

A second project aimed to reduce costs associated with the usage of IV iron to treat iron deficiency anemia. Iron deficiency is a common problem in hospitalized patients, and available data suggest equipoise in efficacy and safety but a difference in cost with different iron formulations. To foster judicious ordering of IV iron, Drs. Alex Millard and Rob Becker partnered with hematology and pharmacy to design an order set to guide clinicians' selection of IV iron formulations. Before the order set was introduced, 50% of IV iron orders were for ferumoxytol (the most costly formulation); after the order set, this frequency was reduced to 30%. The cost savings when ordering a less expensive IV iron formulation vary between \$20 and \$290 per dose. The next steps include restricting IV iron usage to the order set pathway facilitating just-in-time education about preferred iron formulations to guide clinician practice.

MEET THE NEW MEDICAL DIRECTORS

Rebecca Corey MD, 3 West

Dr. Rebecca Corey is a 3rd-year hospitalist at the University of Virginia (and a quadruple Hoo!) who has continued to develop a focus on quality improvement and patient safety that began during her residency training when she participated in a high-value care project that resulted in decreased utilization of multi-lumen PICC lines. This past year, she collaborated with the clinical pharmacy to improve the accuracy of discharge medication reconciliation for patients discharged home deemed high risk for medication errors or 30-day readmission. She and the team implemented several iterations of pharmacy-led medication reconciliation for patients discharged with cirrhosis, heart failure, and insulin-dependent diabetes. They demonstrated a reduction in discharge medication errors. Dr. Corey has also served as a faculty mentor for resident quality improvement projects and was recently selected as the new medical director for 3 West Acute Care as Dr. Charlie Magee pivoted to fill a vacancy on 5 South. In alignment with medical center priorities, Dr. Corey has joined the CAUTI coalition and is leading a project to improve testing and antibiotic stewardship of suspected urinary tract infections. She is passionate about quality improvement and patient safety and is eager to partner with 3 West and the CAUTI coalition this year.

Robert Becker MD, 3N Acute

After completing his internal medicine residency at the University of Virginia in 2011, Dr. Robert Becker joined the hospitalist faculty, where he has been an integral section member for over a decade. Throughout his tenure, he has developed interests in quality improvement, value-based care, and multidisciplinary program development. Dr. Becker has served for several years as a physician champion for clinical documentation and, more recently, co-led a high-value care project focused on reducing costs associated with IV iron usage in hospitalized patients and participated in creating a multidisciplinary Limb Preservation Workgroup. This past year, he expanded his interests to clinical operations. He took an active role in the vision, development, & implementation of the successful new Hospitalist APP service, where he now serves as director. Given Rob's significant experience in clinical medicine and emerging leadership in quality and clinical operations, he has been selected as the new medical director of the 3N Acute unit. He is excited to partner with local nursing leadership toward institutional quality priorities.

COMMUNITY AND CULTURE HIGHLIGHTS

By *Miriam Gomez-Sanchez MD*

Hospital Medicine Volleyball Team

The Hospitalist group sand volleyball team (“Shooting Blanks Miriam Gomez-Sanchez”), comprised of dedicated healthcare professionals and their non-healthcare friends, embodies teamwork on and off the hospital floor. With a shared goal of fostering camaraderie and maintaining a healthy work-life balance, the hospitalist group volleyball team promotes physical wellness and strengthens the bonds between colleagues. If you have limbs and you like to flail them with friends and don’t mind sand in awkward places, join us next season!

Great Hospitalist Bake-Off: On your mark...get set...bake!

In June, the Hospitalist Section hosted a Great Hospitalist Bake-Off to celebrate the end of the year with fun, flour, and sugar. In the Great British Bake-Off style, the contest featured three distinct dessert challenges meant to test our amateur bakers’ abilities. For the signature competition, Brian Peterson presented classic glazed yeasted donuts (made by his husband Patrick) competing against Duck Donuts’ maple bacon donut. Sara Brumfield created uniquely delicious chai caramel rocky road brownies for the technical challenge. Melissa Kehl presented a traditional Swedish ‘Princess Cake’ for the showstopper that went head-to-head against Albemarle Baking Company’s twist on this classic. The bakes were presented to esteemed judges Paul ‘Helgerson’ Hollywood & Hannah ‘Pru’ Moore. Though the competition was fierce, it was a hospitalist sweep, with all three hospitalist bakers winning handily!



The Signature challenge.



Princess cake.



The technical challenge.



The Showstopper – Melissa earning the coveted ‘Hollywood Handshake.’



Chai-caramel rocky road brownies take on classic rocky road brownies.



Homemade glazed donuts square off against Duck Donuts’ maple bacon donut.

HAVE YOU RUN WITH G.I.M.?

By Charlie Magee



You may have heard about the University President's "Run with Jim" initiative to foster community engagement regionally and worldwide. Punning off his idea, we created "Run with G.I.M.," that is, "Run with General Internal Medicine. In 37 of the last 43 weeks, hospitalists, oncologists, intensivists, and general internists have been seen trotting around grounds, downtown, and all around C'ville! As a simple means to celebrate what we do and who we are, Run with G.I.M. provides an excellent venue for providers to build camaraderie, celebrate our incredible wins, and maybe burn off a little steam! Now more than ever, we recognize the need to focus on our wellness to best care for our patients and loved ones, alleviating strain contributing to provider burnout. Although the exact mileage Run with G.I.M. goes unmeasured, estimates place it close to

500 miles trodden together in this inaugural year.

In the spring and fall, we pivot from morning to evening to maximize comfort, and we just returned to an evening time (5:15 p.m. on Wednesdays; no holidays) to make the most of both the daylight and warmth as we head into our colder months of the year.

As always, ALL ARE WELCOME, and we would love to have YOU join us sometime! Want to walk a couple of miles? I welcome you to join us, and we'll walk those precious miles together as we share conversations and perspectives. Don't think of us as runners - we are your General Medicine colleagues who happen to spend time together running.

Please join us on the corner of Crispell and Jeannette Lancaster at the South garage entrance at 5:15 p.m. on Wednesdays! cm7ze@uvahealth.org.



Charlie would be happy to answer any questions you have at cm7ze@uvahealth.org.

Wisdom Through Adversity

We have compiled patient and physician exemplars that provide a rich body of narrative to aid in the discovery of the qualities, traits or circumstances that give rise to the development of wisdom through adversity.

Interested in Mindfulness?

As interest in mindfulness continues to grow and more opportunities to learn and practice are available, the Mindfulness Center is committed to providing high-quality, evidence-based mindfulness instruction.

Hospitalists Annual Fall Gathering



From left: Joe Hall, Alex Millard, Bennett Milner, Glenn Moulder, Emily Richardson, Jess Dreicer, Brian Peterson, Miriam Gomez-Sanchez, Charlie Magee, Meghan Geraghty, Amber Inofuentes



From left: Joe Hall, Alex Millard, Bennett Milner, Glenn Moulder, Emily Richardson, Jess Dreicer, Brian Peterson, Miriam Gomez-Sanchez, Charlie Magee, Meghan Geraghty, Amber Inofuentes and families

PEER-REVIEWED PUBLICATIONS

Bann M, Meo N, Lopez JP, Ou A, Rosenthal M, Khawaja H, Goodman LA, Barone M, Coleman B, High HJ, Overbeek L, Shelbourn P, VerMaas L, Baughman A, Sekaran A, Cyrus R, O'Dorisio N, Beatty L, Loica-Mersa S, Kubey A, Jaffe R, Vokoun C, Koom-Dadzie K, Graves K, Tuck M, **Helgerson P**. Medically ready for discharge: A multisite “point-in-time” assessment of hospitalized patients. *J Hosp Med*. 2023 Sep;18(9):795-802.

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Matchett CL, Nordhues HC, **Bashir MU**, Merry SP, Sawatsky AP. Residents’ Reflections on Cost-Conscious Care after International Health Electives: A Single-Center Qualitative Study. *J Gen Intern Med*. 2023 Jan;38(1):42-48.

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Jagannath AD, **Dreicer JJ**, Penner JC, Dhaliwal G. The cognitive apprenticeship: advancing reasoning education by thinking aloud. *Diagnosis*. 2022;10.1515/dx-2022-0043.

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Patel, K; **Mehta, R**; Betz, Y; Man, L. Cardiac Complications from Multisystem Inflammatory Syndrome Associated with Prior COVID-19 Infection. *BMJ Case Reports*. 2022;15(8):e249889. Published 2022 Aug 23.

Niranjan-Azadi A, **Moulder G**, Gusic ME, **Hoke G**, Pahwa A, Parsons AS. A novel virtual course to teach medical students high-value decision-making. *Clin Teach*. 2023 Aug;20(4):e13597. doi: 10.1111/tct.13597. Epub 2023 Jul 6.

SM Boyle, AS **Parsons**, J Martindale, J Bahrainwala, R Hilburg, SM Sozio, KM Warburton. “Development and Validation of a Formative Assessment Tool for Nephrology Fellows’ Clinical Reasoning.” *Clin J Am Soc Nephrol*. Accepted. 2023 June.

S Klein, K Eaton, B Bodnar, S Keller, **P Helgerson**, **AS Parsons**. “Transforming Healthcare from Volume-to-Value: Leveraging Care Coordination Across the Continuum.” *Am J Med*. 2023 Jul 20:S0002-9343(23)00438-2.

V Schaye, **AS Parsons**, ML Graber, AJ Olson. “The future of diagnosis—where are we going?”. *Diagnosis*. 2023;10.1515/dx-2023-0003.

EA Abdoler, **AS Parsons**, TP Wijesekera. The future of teaching management reasoning: important questions and potential solutions. *Diagnosis*. 2022;10.1515/dx-2022-0048.

TP Wijesekera, **AS Parsons**, EA Abdoler, RL Trowbridge, SJ Durning, JJ Rencic. “Management Reasoning: A Toolbox for Educators” *Acad Med*. 97(11):p 1724, Nov 2022.

G Young, **I Crane**, J Meyer, MJ Bray, M Ryan, **AS Parsons**, “A Longitudinal, Structured Clinical Remediation Program for Medical Students.” *Acad Med*. RIME Supplement. Oct 2023.

International/National Workshops and Conference Presentations

Mehta, R, “Master the Periop: Overcoming Challenges through Case-based Learning”, Society of Hospital Medicine Annual Meeting (SHM Converge 2023). March. Austin, TX.

Helgerson, P, “Untangling the Knot: Helping to Advance Care for Vulnerable Patients Experiencing Prolonged Hospitalization Despite Medical Stability.” Society of Hospital Medicine Annual Meeting (SHM Converge 2023). March. Austin, TX.

PEER-REVIEWED PUBLICATIONS

J Penner, A Jagannath, **JJ Dreicer**, G Dhaliwal, “Getting Comfortable with Intellectual Streaking.” Society of General Internal Medicine National Conference 2023. May. Denver, CO.

Niehus HD, Gunesch AN, Carney P, Gorman P, Smeraglio A, Khoury J, Rodriguez N, Muller M, Ma A, Cao T, Gu N, Moriates C, Linker A, Prochaska M, Fish D, **Moulder G**, Stephens M. “United States Medical Student Attitudes about High-value, Cost-conscious Care” Architecture of High Value Healthcare National Conference. High Value Practice Alliance (HVPA) National Meeting 2022. Baltimore, MD.

G Moulder, J Ferey, **JJ Dreicer**, **P Helgersen**, **A Inofuentes**, R Kowalski, Z Scharf, **AS Parsons**. “Patient-Centered Workouts to Teach High-Value Care and Patient Safety to Clerkship Students.” Architecture of High Value Healthcare National Conference. High Value Practice Alliance (HVPA) National Meeting 2022. Baltimore, MD.

T Wijesekera, **AS Parsons**, E Abdoler, G Jensen, C MacDougall, S Durning. “Interprofessional Management Reasoning: Collaboration to Advance Education and Clinical Practice,” Association for Medical Education in Europe (AMEE) Annual Meeting 2023. Glasgow, Scotland.

M Daniel, **AS Parsons**, T Wijesekera, A Olson, D Torre, S Durning, M Graber. “Beyond thinking fast and slow: theories informing teaching and assessment of clinical reasoning and error,” Association for Medical Education in Europe (AMEE) Annual Meeting 2023. Glasgow, Scotland.

AS Parsons, WB Cutrer, N Deiorio, E Aagaard, M Elster, K Hauer, K Parekh, KM Warburton, N Zehnder. “Using a coach approach to support learners struggling in the clinical environment: Partnering to promote growth,” Association for Medical Education in Europe (AMEE) Annual Meeting 2023. Glasgow, Scotland.

JJ Dreicer, **G Young**, KM Warburton, **AS Parsons**, “A Targeted Assessment Tool to Guide Coaching for GME Learners Struggling with Clinical Reasoning.” Association for Medical Education in Europe (AMEE) Annual Meeting 2023. Glasgow, Scotland.

AS Parsons, MJ Elster, S Collins, ME Gusic, K Hauer. “With great power comes great responsibility: Coaches’ Experiences Supporting Students who Struggle.” Association for Medical Education in Europe (AMEE) Annual Meeting 2023. Glasgow, Scotland.

G Young, **I Crane**, J Meyer, MJ Bray, M Ryan, **A Parsons**, “A Longitudinal, Structured Clinical Remediation Program for Medical Students,” AAMC Learn Serve Lead 2023. Seattle, WA.

AS Parsons, E Bradley, J Greenfield, L Waggoner-Fountain, V Norwood, A Weis, MJ Bray, M Keeley, M Ryan, “Summative Entrustment Decisions in UME: Outcomes of a Binding Entrustment Committee Decision,” AAMC Learn Serve Lead 2023. Seattle, WA.

M Kaufman, **AS Parsons**, E Bradley, J Martindale, R Kon. Student Perceptions of Ability to be Vulnerable within a Coaching Program Focused on Clinical Skill Development and Professional Identity Formation. Society for General Internal Medicine (SGIM) Annual Conference 2023. Denver, CO.

AS Parsons, MJ Bray, J Martindale, E Bradley, A Freedy, L Waggoner-Fountain, M Keeley, M Ryan, “Examining the Relationship Between Core EPA Performance in the Workplace and Outcomes Throughout Medical School,” AMA ChangeMedEd Conference 2023. Chicago, IL.

AS Parsons and E Abdoler. “Struggling to Manage: Lessons Learned from the Remediation of Management Reasoning to Guide Clinical Teachers,” AMA ChangeMedEd Conference 2023. Chicago, IL.

AS Parsons and M Ryan. “Entrustment Decisions in UME: Examining the Pathway Toward Advancement Through a Summative Entrustment Committee,” AMA ChangeMedEd Conference 2023. Chicago, IL.

D Minter, **AS Parsons**, L Santhosh, and E Abdoler. “Harnessing case conferences to optimize clinical reasoning education,” AMA ChangeMedEd Conference 2023. Chicago, IL.

FACULTY PROFILE - Mary Hardy



Tell us a little bit about yourself.

I've been in various roles at the University of Virginia for over ten years. I worked as a nurse in the MICU and then on the medical emergency team. I met my husband, Chris Moore, in the always romantic 3 West unit when I was a MET nurse, and he was completing his ID fellowship. I worked for seven years as a nurse practitioner in cardiology, emphasizing interventional cardiology and electrophysiology. I'm excited to be one of the first three advanced practice providers to join the hospital medicine group.

Why healthcare?

Honestly, I took a circuitous route. I majored in English but joined a mountain search and rescue group in college. While completing the requirements for my wilderness EMT, I observed in emergency rooms and began considering a healthcare career. I was drawn to the challenge, the fast pace, and the way science and the humanities are inextricably linked in nursing and medicine. I edited medical books for a year after graduation and knew a desk job was not for me. My first healthcare jobs were working nights as a tech in the ED while attending nursing school and as a phlebotomist.

What brought you to Charlottesville?

I'm a triple hoo, so it is hard to resist the pull of Charlottesville. I earned bachelor's degrees in

English and nursing and a master of science in nursing degree from UVA. I did mix it up a little when I completed a master's in bioethics from the University of Washington while living and working in Seattle, in part to prove that UVA wasn't the only place that would accept me.

What excites you about your work?

I love that every day in hospital medicine, I encounter a different situation or learn something new. I am excited to be a part of such a dynamic program and fantastic group of dedicated clinicians, mainly because I remember hospital medicine in its infancy with 3-4 doctors total not so long ago. I am grateful to Drs. Inofuentes and Becker for their vision and hard work incorporating APPs into the team. Finally, every day, I laugh at least once in our workroom, and if Dr. Alsamman or Dr. Hoke is doing ATC, I laugh hourly.

What do you consider to be your greatest achievement outside the professional realm?

First and foremost, I'm proud that my daughters Hannah (12) and Abby (10) are growing into kind, competent future adults. I remind the bit of tiger mom in myself almost daily that everything else is secondary.

Summitting Mt Rainier. Creating an outdoor education camp in my 20s that still exists 25 years later. And beating my high school PR in the 50 free when I was 46 years old. That final achievement may reflect poorly on my high school swimming ability, nonetheless....



DIVISION OF HOSPITAL MEDICINE

STAFF PROFILE - Susan Brookings



Lake Ontario fishing for Salmon. L -R Susan, Connor, Bob, and Nathan.

Tell us a little bit about yourself.

I've been at the University of Virginia for eighteen years; before that, I was a Travel Agent for nine years, working for Enterprise Travel and Omega World Travel doing both Corporate and Leisure Travel. I spent 18 years in Ophthalmology as a Clinical Administrative Assistant, Transcriptionist, and Practice Coordinator. I was born in Charlottesville and moved to Florida as a child, eventually moving back with my family when I was ten.



Yep, that's me swimming with a Manatee.

What are you usually doing on the weekend?

On the weekends, I am usually at our place in Reedville, VA, on the Chesapeake Bay. I love camping, thrifting, antiquing, gardening, and crafts. We have a 5th wheel camper that's been as far north as Niagara Falls and south as the Florida Keys. The next trip will be out west to check off some bucket list items.

I have been married to my husband Bob for 27 years, and we have two boys: Connor, 18, and Nathan, 14. We have two dogs that go everywhere with us: Reggie, a Jack Russell mix, and Hank, a Labrador retriever.

What about me would surprise you?

I was once invited to interview Barbara Walters (the timing didn't work out, and it did not happen). I also spoke at the Virginia State Capital Building and sat in on the General Assembly. I also was able to meet Senator Chapman Peterson in his senate office. This was all to change the Foreclosure laws in Virginia.

Do you collect anything?

I love collecting sea shells, glass, and driftwood, which I make crafts.

In the summer of 2022, I checked off a bucket list item: I went back to where I lived as a child in Crystal River, FL, and swam with the manatees with my family. It was amazing!!



L-R Bob, Susan, Connor, and Nathan.

DIVISION OF HOSPITAL MEDICINE

STAFF PROFILE - Stephanie Daniels



Tell us a little bit about yourself.

I joined the University of Virginia in 2010 as an Access Associate in the clinic setting. I left briefly in 2018 and came back in 2021 working in the billing department. I switched over to Hospital Medicine at the beginning of September. I am married and have two children. My son is 15, and my daughter just turned 18.

What brought you to Charlottesville?

I was born in Cheyenne, Wyoming, on a military base. My Dad was in the Army National Guard. My parents were born and raised in Greene County. I moved back to Virginia when I was one and have been here all my life.

What are you usually doing on the weekend?

On the weekend, I am usually cleaning and doing laundry. When the weather is nice, our family loves to go camping. (Glamping)

How did you meet your partner?

My husband is from Alabama. He was eighteen years old and came to visit his Dad in Virginia. He didn't plan to stay, but here we

are, nineteen years later.

What is the one thing you always have in your fridge?
Mountain Dew.

What is your favorite vacation/activity spot?
Our favorite vacation spot as a family is Pigeon Forge, TN, especially at Christmas time.



ADDITIONAL NEW FACULTY MEMBERS

Welcome!

Tareq Arar – Assistant Professor
Samuel Florescu – Assistant Professor
Colleen Vadia – APP
Deborah Okyere – APP
Benjamin White – Assistant Professor