





Eastern Virginia Medical School/EVMS

EVMS enjoys a unique relationship with the people of southeastern Virginia, an area known as Hampton Roads. It all began 50 years ago, when community leaders created EVMS to address the region's serious shortage of physicians. Today, the relationship is stronger than ever as EVMS continues to safeguard the community's health.

To keep pace with the region's growth over the last half century, EVMS has added and enlarged educational programs. Similarly, the school's clinical and research missions target the health issues that confront the people of Hampton Roads. EVMS researchers and physician-scientists work together to rapidly translate laboratory discoveries into new treatments to help patients.

Given EVMS' deep roots in the community, it's no surprise that students, faculty and staff embrace the school's commitment to service. Community service is a part of the school's DNA and "service learning" is an integral part of the medical school curriculum, encouraging future health professionals and healthcare providers to adopt a lifelong commitment to service.

On the following pages, you will learn more about the breadth and depth of the EVMS impact in this community and beyond.

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On the Cover: Giant graphics on Waitzer Hall mark the school's celebration of its 50th anniversary year, beginning in the fall of 2023.

BY THE NUMBERS

Community engagement hours provided by student volunteers: 21,000 +

Journal articles, books and book chapters authored by EVMS faculty: 734

Number of current medical and health professions students: 1,474

Number of student applications received: **9,113**

Medical residents, interns and fellows training in 43 educational programs: 436

Patient appointments: 406,131

Total annual budget: \$308.2 million

State appropriations: \$40 million

Active research grants and contracts: 205

EVMS Mission

Eastern Virginia Medical School is an academic health center dedicated to achieving excellence in medical and health professions education, research and patient care. We value creating and fostering a diverse and cohesive faculty, professional staff and student body as the surest way to achieve our mission. Adhering to the highest ethical standards, we will strive to improve the health of our community and to be recognized as a national center of intellectual and clinical strength in medicine and health professions. Our commitment to ensuring institutional effectiveness is demonstrated by the continuous assessment processes we use to improve program performance and student learning outcomes.

Our Vision

Eastern Virginia Medical School will be recognized as the most community-oriented school of medicine and health professions in the nation.

EVMS Board of Visitors

The Board of Visitors is the governing body of EVMS. Members are appointed by the governor, both houses of the state legislature, the cities that support the school and the EVMS Foundation.

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EVMS Foundation Board of Trustees

The EVMS Foundation supports the medical school. The board includes a cross-section of leaders from healthcare, business and the community.

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FVMS was the **most diverse** medical school in Virginia, according to the 2023-2024

ranking from U.S. News and World Report. One in five **FVMS** medical students

identifies as part of a racial or ethnic minority.

"I definitely wanted to attend an institution that prides itself on having dedicated, intentional and involved students."

Baylee Marin, MD Class of 2027

Senior Leadership

Alfred Abuhamad, MD, President and Provost of EVMS, Dean, School of Medicine

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& Institutional Effectiveness

EVMS Faculty, Preceptors, Residents and Staff

Basic Science Faculty 51

Clinical Faculty **537**

Health Professions Faculty 44

Residents/Fellows 436

Staff **1,098**

Part-time Faculty 42

Volunteer Community Faculty 1,264

Preceptors (mentors not on faculty) **715**

Emeritus faculty **54**

Adjunct faculty 48

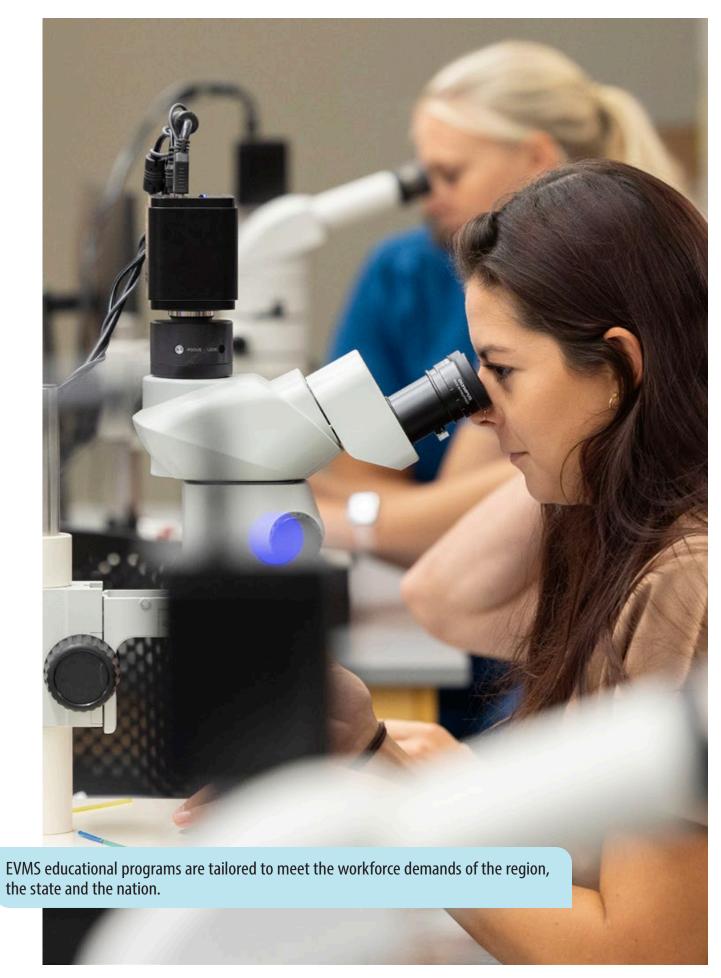
Figures are current as of July 1, 2023

Regional Alumni

Graduates by City of Residence	MD	Health Professions	Resident Alumni	ALL
Chesapeake	84	345	134	492
Hampton	15	57	23	90
Newport News	34	83	33	128
Norfolk	335	467	379	945
Portsmouth	15	61	22	81
Suffolk	53	114	73	194
Virginia Beach	300	675	394	1143

 $The ALL \ columns \ count \ an \ individual \ only \ once \ regardless \ of \ the \ number \ of \ programs \ completed; \ figures \ represent \ alumni \ with \ known \ address$





Education

EVMS attracts applicants from across the country who seek out the school's collaborative environment and share the institution's commitment to community service.

In addition to the MD program, the school offers training in a growing number of health professions. EVMS also trains medical school graduates in their chosen specialty, provides sub-specialized fellowship training and sponsors ongoing Continuing Medical Education.

Graduate Medical Education (Residency Training)

Once they graduate from medical school, new physicians must go through at least another three years of training in their chosen specialty. The duration of this residency varies from specialty to specialty. EVMS hosts **436** residents in **46** Residency, Fellowship and Internship programs.

Combined Internal Medicine/Geriatrics

Dermatology

Pediatric Dermatology Fellowship Complex Medical Dermatology Fellowship

Emergency Medicine

Academic Fellowship Global Fellowship Medical Services Fellowship Ultrasound Fellowship

Family Medicine

Internal Medicine

Endocrinology, Diabetes &
Metabolism Fellowship
Geriatrics Fellowship
Hospice & Palliative Medicine
Fellowship
Hospitalist Fellowship
Infectious Disease Fellowship
Nephrology Fellowship
Pulmonary/Critical Care
Fellowship
Sleep Medicine Fellowship

Obstetrics/Gynecology

Fetal Cardiology
Fellowship
Minimally Invasive
Gynecological Surgery
Fellowship
Maternal-Fetal Medicine
Fellowship
Reproductive Endocrinology
and Infertility Fellowship

Ophthalmology Otolaryngology

Pediatrics

Child Abuse Fellowship Emergency Medicine Fellowship International Pediatric Emergency Medicine Fellowship Simulation in Medical Education Fellowship

Physical Medicine & Rehabilitation

Pain Medicine Fellowship

Podiatry

Psychiatry

Child and Adolescent Psychiatry Fellowship

Radiology

Mammography Fellowship Body Imaging Fellowship

Surgery

Critical Care Fellowship
Plastic Surgery Integrated
Residency
Vascular Surgery Integrated
Residency
Vascular Surgery Fellowship
Urology
Adult & Pediatric
Genitourinary

Reconstructive Fellowship

Teaching Affiliates

EVMS does not own a hospital. Instead, the school has established working relationships with healthcare facilities across the region where student and medical residents learn in a variety of clinical settings. In addition to the major facilities listed below, EVMS also has teaching affiliations with approximately 150 private practices and 10 additional clinical facilities throughout Hampton Roads.

Beth Sholom Village [Virginia Beach]
Bon Secours Maryview Medical Center [Portsmouth]
Chesapeake Regional Medical Center
Children's Hospital of The King's Daughters [Norfolk]
Naval Medical Center Portsmouth
Riverside Behavioral Health Center [Hampton]
Riverside Rehabilitation Institute [Newport News]
Sentara Careplex Hospital [Hampton]
Sentara Leigh Hospital [Norfolk]
Sentara Norfolk General Hospital
Sentara Obici Hospital [Suffolk]
Sentara Princess Anne Hospital [Virginia Beach]
Sentara Virginia Beach General Hospital

Veterans Affairs Medical Center Hampton



Continuing Medical Education (CME)

Educational activities sponsored by Continuing Medical Education (CME) help physicians maintain competence and skills to provide the highest level of patient care in the Hampton Roads area. The EVMS CME office has received the highest level of accreditation, with commendation, from its accrediting body.

Hours of CME offered:	1,903
Number of activities:	957
Attendees at EVMS CME activities:	17,217

Medical Modeling and Simulation

EVMS was among the first medical schools in the country to use "standardized" patients — trained individuals who portray patients — to teach students how to perform clinical exams and communicate effectively with patients. With the establishment of the Sentara Center for Simulation and Immersive Learning at EVMS, the school continues to be an innovator in developing new ways to use technology to teach common medical procedures and to provide students with a safe environment in which to practice and perfect their technique. The simulation center is accredited by the Society for Simulation in Healthcare.

The center put on 3,298 events during which it provided training for **37,295 learners** — both from EVMS and other institutions locally

The center works with 90 external clients, including other medical schools

The center offers life-support courses, with 45 instructors certified in basic and advanced lifesaving training

Staff includes 27 full-time and 137 standardized patients

Accreditation

Below are the major agencies that accredit educational programs and activities at EVMS.

Commission on Colleges of the Southern Association of Colleges and Schools

Liaison Committee on Medical Education Accreditation Council for Graduate Medical Education Accreditation Council for Continuing Medical Education



Student Demographics

Medical Doctor 2023 Entering Class

Total students (7,171 applicants)	151
In-state	76
Out-of-state	75
Hampton Roads	34
Male	72
Female	78
Non-Binary	1
Underrepresented Minorities*	31
Average GPA	3.60
Average MCAT (Medical College Admissions Test)	513

Health Professions 2023 Entering Class

Total students (1,942 applicants)	293
In-state	155
Out-of-state	138
Hampton Roads	112
Males	62
Females	231
Underrepresented Minorities*	79
Average Undergraduate GPA	3.6

^{*} Includes African, African American, Afro Caribbean, Black, American Indian or Alaskan Native, Mexican, Mexican American/Chicano, Native Hawaiian or Puerto Rican

9,113 applicants for 444 spots in the medical and health professions educational programs

"I chose medicine because I [wanted] a career where altruism and integrity are valued. I also want to be there for my patients at their most vulnerable moments."

Taylor Drake, MD Class of 2025

Degrees Offered

EVMS offers a range of doctoral and graduate degrees and certificates in the medical and health professions.

EdD in Medical & Health Professions Education Doctor of Health Sciences Doctor of Medical Science Doctor of Medicine, MD Doctor of Occupational Therapy PhD in Biomedical Sciences	2 78 8 607 9 12 31
Doctor of Medical Science Doctor of Medicine, MD Doctor of Occupational Therapy	8 607 9 12
Doctor of Medicine, MD Doctor of Occupational Therapy	607 9 12
Doctor of Occupational Therapy	9
	12
PhD in Biomedical Sciences	
	31
PhD in Medical & Health Professions Education	
PhD in Reproductive Clinical Science	44
MS Anatomical Sciences	4
Master of Health Administration	7
Master of Healthcare Analytics	4
Master of Pathologists' Assistant	71
Master of Medical & Health Professions Education	n 4
Master of Physician Assistant	237
Master of Public Health	77
MS in Art Therapy & Counseling	39
MS in Biomedical Sciences (1 year)	38
MS in Biomedical Sciences (2 year)	36
MS in Biomedical Sciences (Research)	16
MS in Histotechnology	4
MS in Laboratory Animal Science	15
MS in Reproductive Clinical Science	76
Master of Surgical Assisting	39
Anatomy Certificate	3
Core Public Health Certificate	3
Epidemiology Certificate	1
Graduate Certificate in Clinical Embryology	6
Graduate Certificate in Scholarship	1
Health Care Management Certificate	2

Anatomical Sciences, MS (in-state): **\$38,930**Anatomical Sciences, MS (out-of-state): **\$50,762**

Art Therapy & Counseling, MS (in-state): \$34,680

Art Therapy & Counseling, MS (out-of-state): **\$47,396**

Biomedical Sciences, MS (Research) (in-state): \$12,164

Biomedical Sciences, MS (Research) (out-of-state): \$15,785

Biomedical Sciences, PhD (in-state): \$13,356

Biomedical Sciences, PhD (out-of-state): \$17,332

Doctor of Medical Science, DMSc (in-state): \$16,668

Doctor of Medical Science, DMSc (out-in-state): \$16,668

Doctor of Medicine, MD (in-state): \$35,131

Doctor of Medicine, MD (out-of-state): \$57,510

Health Sciences, DHSc (in-state): \$15,225

Health Sciences, DHSc (out-of-state): \$15,225

Healthcare Administration, MHA (in-state): \$20,800

Healthcare Administration, MHA (out-of-state): \$20,800

Histotechnology, MS (in-state): \$29,111

Histotechnology, MS (out-of-state): \$32,035

Laboratory Animal Science, MS (in-state): \$21,582

Laboratory Animal Science, MS (out-of-state): \$27,828

Master of Public Health (in-state): **\$20,000**

Master of Public Health (out-of-state): \$34,850

Master of Surgical Assisting (in-state): \$17,647

Master of Surgical Assisting (out-of-state): **\$23,656**

Medical/Health Prof. Educ., MMHPE (in-state): \$18,270

Medical/Health Prof. Educ., MMHPE (out-of-state): \$18,270

Medical/Health Prof. Educ., PhD/EdD (in-state): **\$21,315**

Medical/Health Prof. Educ., PhD/EdD (out-of-state): \$21,315

Medical Master's 1-year (in-state): **\$41,577**

Medical Master's 1-year (out-of-state): **\$54,671**

Medical Master's 2-year (in-state): **\$29,579**

Medical Master's 2-year (out-of-state): \$34,543

Occupational Therapy, PhD (in-state): \$22,840

Occupational Therapy, PhD (out-of-state): \$55,790

Pathologists' Assistant, MS (in-state): \$21,199

Pathologists' Assistant, MS (out-of-state): \$34,558

Physician Assistant, MPA (in-state): \$26,266

Physician Assistant, MPA (out-of-state): \$31,666

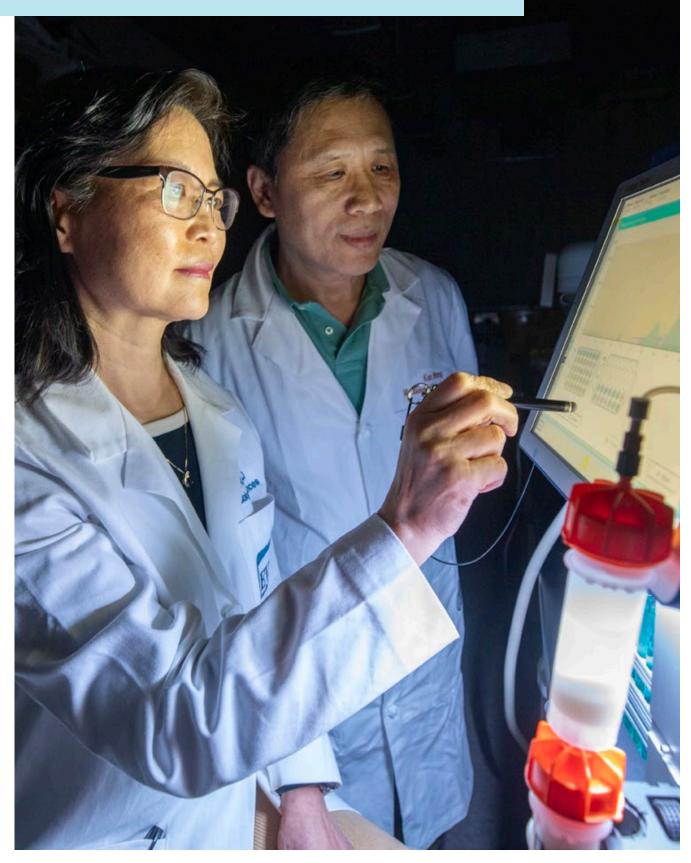
Reproductive Clinical Science, MS (in-state): \$24,440

Reproductive Clinical Science, MS (out-of-state): \$30,960

Reproductive Clinical Science, PhD (in-state): \$26,100

Reproductive Clinical Science, PhD (out-of-state): \$29,916

In keeping with the institution's community-focused mission, much of the research EVMS scientists and physicians conduct is driven by the region's pressing health needs.



Research

EVMS strives to enhance its research enterprise in order to improve the health of the people of Hampton Roads and beyond. EVMS carries out focused research in several specialty centers, including:

Biorepository

A College of American Pathology accredited program to acquire, process and share bio-specimens for research.

Center for Integrative Neuroscience and Inflammatory Diseases

Conducts basic and translational research in movement disorders and neurocognitive decline.

Leroy T. Canoles Jr. Cancer Research Center

Dedicated to translational research studies that lead directly to improved care and new biomarkers.

Center for Women and Infant Health Equity and Advocacy

Focused on reducing health disparity for mothers and their children by focusing on clinical practice quality and safety using epidemiological and effectiveness data to drive quidelines and policy.

EVMS-Sentara Collaborative Integrated Neurodegenerative Disorders Center

Conducts multidisciplinary, patient-oriented clinical and basic research to improve the understanding and treatments of Alzheimer's Disease, Parkinson's Disease and other aging-related neurodegenerative disorders.

Clinical programs with community outcomes

The Glennan Center for Geriatrics and Gerontology and the Community Health and Research division of Pediatrics conduct research on the special needs of the community.

CONRAD

The center focuses on prevention of sexually transmitted diseases in developing countries.

Clinical Research Center

Conducts research in menopause, infertility, contraception, pre-implantation genetic diagnosis and more.

National Center for Collaboration in Medical Modeling and Simulation

A joint project of EVMS and public/private partners works to improve patient care through simulation-based training.

Research and Infrastructure Service Enterprise (RISE)

RISE offers data analysis services and supports research to move the healthcare community forward.

Technology Highlights

US patents and applications: **70**

Licenses: 10

Licensing & royalty income: \$49.9 million

Figures reflect active metrics, current as of July 1, 2022

Strelitz Diabetes Center

Conducts a broad range of research focused on minimizing complications of diabetes and developing new treatments to prevent or reverse Type 1 diabetes.

George L. Wright Jr. Center for Biomedical Proteomics

Provides state-of the-art mass spectrometers and analytical tools for biomarker discovery & proteomic disease analysis.

In addition to the centers, many departments also conduct research in a myriad of areas, including:

Complement and inflammation modulation

Ear, neck and head disorders

Emergency medical treatments

Health disparities

Infectious disease and immunology

Maternal-fetal medicine, general obstetrics, gynecology and urogynecology

Psychiatric and behavioral disorders

Pediatric diseases, genetics, neonatology

Surgical procedures

Urologic disorders

Basic, Translational & Clinical Research

Active grants and contracts: *	205
Annual funding:	\$27.2 million
NIH primary funding	\$7.7 million
NIH primary awards: *	24
NIH secondary awards: *	26

 $^{^{\}ast}$ These numbers represent research begun in FY 2023 and existing research that continued during that time.

Research Publications

Scholarly activity is one measure of an institution's research output. Researchers typically submit their study results to peer-reviewed publications so that colleagues everywhere can keep pace with the latest discoveries and developments. Below are figures related to articles and publications authored by EVMS faculty.

Journal articles:	734
Books and book chapters:	5

EVMS faculty physicians and health care professionals not only train students and medical residents, they provide world-class medical care to more than 120,000 people annually.



Patient Care

EVMS full-time physicians and EVMS-affliated physicians and healthcare providers care for patients in locations throughout the region. Many are sought after by patients near and far in search of the best-available care and innovative treatments.

Some of the care is unique. For instance, EVMS specialists are the only ones in the region to provide care for women experiencing high-risk pregnancies.

EVMS Medical Group

More than 150 full-time physicians and 40 physician extenders are affiliated with EVMS Medical Group, a not-for-profit physician group supporting EVMS. In addition to their duties as teachers and scientists, these physicians and surgeons care for more than 1,600 people every day at 71 clinical practice sites.

EVMS Medical Group Practice Locations

EVMS Advanced Gynecologic Surgery Virginia Beach

EVMS Audiology Newport News, Norfolk, Virginia Beach

EVMS Dermatology/Dermatopathology Norfolk, Virginia Beach

EVMS Ear, Nose & Throat Newport News, Norfolk, Virginia Beach

EVMS Endocrinology & Metabolism Disorders Norfolk

EVMS Ghent Family Medicine Norfolk

EVMS Glennan Center for Geriatrics & Gerontology Norfolk

EVMS Infectious Disease Norfolk

EVMS Department of Medicine Hospitalist Norfolk

EVMS Goldrich Institute for Integrated NeuroHealth Norfolk

EVMS Maternal-Fetal Medicine Newport News, Norfolk, Virginia Beach

EVMS Obstetrics & Gynecology Norfolk, Virginia Beach

EVMS Obstetrics & Gynecology Hospitalists
Norfolk

More than 150 physician-educators in the EVMS Medical Group care for patients at 71 practice locations in Hampton Roads

EVMS Ophthalmology Norfolk

EVMS Physical Medicine and Rehabilitation Norfolk

EVMS Portsmouth Family Medicine Portsmouth

EVMS Primary Care Department of Medicine Norfolk

EVMS Psychiatry and Behavioral Sciences Norfolk

EVMS Radiation Oncology Norfolk, Suffolk

EVMS Rheumatology Norfolk

EVMS Sleep Medicine
Norfolk

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"They have given us hope and they've given us avenues to explore and resources to take advantage of that we would never have even considered or

known they were [an option]."

Rosey Rivera, JD, speaking of the care she and her husband, Jess, found at the EVMS Goldrich Institute following Jess' diagnosis of early onset Alzheimer's disease

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EVMS Strelitz Diabetes Center/Endocrine and Metabolic Disorders

Norfolk

EVMS General Surgery Norfolk, Suffolk

EVMS Urogynecology Norfolk, Virginia Beach

Additional Clinical Faculty

In addition to physicians associated with EVMS Medical Group, EVMS also has clinical faculty practicing with residency training programs in these specialties:

Emergency Medicine Norfolk, Suffolk, Virginia Beach

Ophthalmology
Norfolk, Virginia Beach

Pathology Norfolk

Pediatrics

Locations throughout Hampton Roads

Radiology

Chesapeake, Norfolk

Urology

Locations throughout Hampton Roads



Annual Patient Visits by Specialty

EVMS Advanced Gynecologic Surgery: **4,902**

EVMS Dermatology: **19,675**EVMS Endocrine: **19,639**

EVMS Family Medicine: 46,410

EVMS Geriatrics: 2,451

EVMS Infectious Disease: 12,362

EVMS Internal Medicine/Primary Care: **32,995**

EVMS Maternal-Fetal Medicine: **65,097**

EVMS Neurohealth: 1,599

EVMS Obstetrics & Gynecology: 27,060

EVMS Ophthalmology: 15,368

EVMS Otolaryngology

(Ear, Nose and Throat): 36,699

EVMS Plastic Surgery: **4,581**

EVMS Physical Medicine: 11,493

EVMS Psychiatry: **16,735**

EVMS Pulmonary/Critical Care Medicine: 3,184

EVMS Radiation Oncology: **31,515**

EVMS Rheumatology: **125**EVMS Sleep Medicine: **3,801**

EVMS Surgery: 40,760

EVMS Urogynecology: 13,960

EVMS regularly opens its doors to youth interested in health careers as a way to inspire the next generation of health professionals.



Community

Established through a grassroots campaign, EVMS was founded by the community for the community. So it should come as no surprise that EVMS enjoys a special connection with the people of Hampton Roads.

Faculty, students and staff strive daily to fulfill the school's vision to be the nation's most community-oriented school of medicine and health professions.

In FY 2023, some **730 EVMS student volunteers** provided more than **21,000** hours of community engagement, which impacted an estimated **8,500** individuals living in the region. That includes events hosted, sponsored or organized by EVMS in **14 cities** - mostly in Hampton Roads.

Among the activities were educational lectures, health fairs, telehealth sessions with Street Health, HOPES Free Clinic (the first student-run free clinic in Virginia) and vaccination efforts, Health Science Academy for high-school age youth and many others.

Community-Engaged Learning initiatives such as Bystander CPR and Community Stroke Awareness taught valuable skills to community members, while other initiatives like Adaptive Gymnastics helped young athletes with neurological, physical or developmental disabilities. Among the longest-running initiatives is the Medical & Health Specialties Program at Norfolk's Maury High School. The program brings high school students with an interest in a career in health or medicine to the EVMS campus on a regular basis.

One of the school's newest initiatives is the EVMS Health Sciences Academy, an immersive, two-week experience that introduces participants to a range of career tracks in medicine and healthcare. The program, supported by donors, includes a wide range of hands-on activities.

"[EVMS] has been so supportive of fostering individual projects and love and passions that students have, and I don't think I'd find that anywhere else.

Kaitlin Hardy, MD Class of 2025



Financial Overview

EVMS is a state-assisted, independent, community-based medical school. Unlike most medical schools, EVMS does not own a hospital and is not part of a larger university system.

EVMS has seen steady growth in the last several years. The school continues to enjoy strong support from business, organizations and individuals who appreciate its value to the community.

Revenue

Patient care	\$66.4	million
Contractual services	\$86.4	million
Tuition and fees	\$45.8	million
State appropriations	\$40	million
Grants/contracts	\$25.3	million
Other	\$19	million
EVMS Foundation support	\$9	million
Auxiliary enterprises	\$8.7	million
Facility/administrative cost recoveries	\$5.7	million
Municipal appropriations	\$1.7	million

TOTAL \$308.2 million Source: FY 2023 budget

Endowment

The EVMS Foundation supports Eastern Virginia Medical School.

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Other funds	\$26.5 million
Endowed funds	\$148.4 million

TOTAL NET ASSETS \$174.9 million

> EVMS activities generate an estimated 4,900additional jobs due to a ripple effect on the local economy

"EVMS has changed the way in which healthcare is delivered and the quality of care. EVMS is the spoke in the wheel and everything is connected. It's had an impact on almost everything in this region."

Gerald Pepe, PhD, Chair of Physiological Sciences and former EVMS Dean

Economic Impact

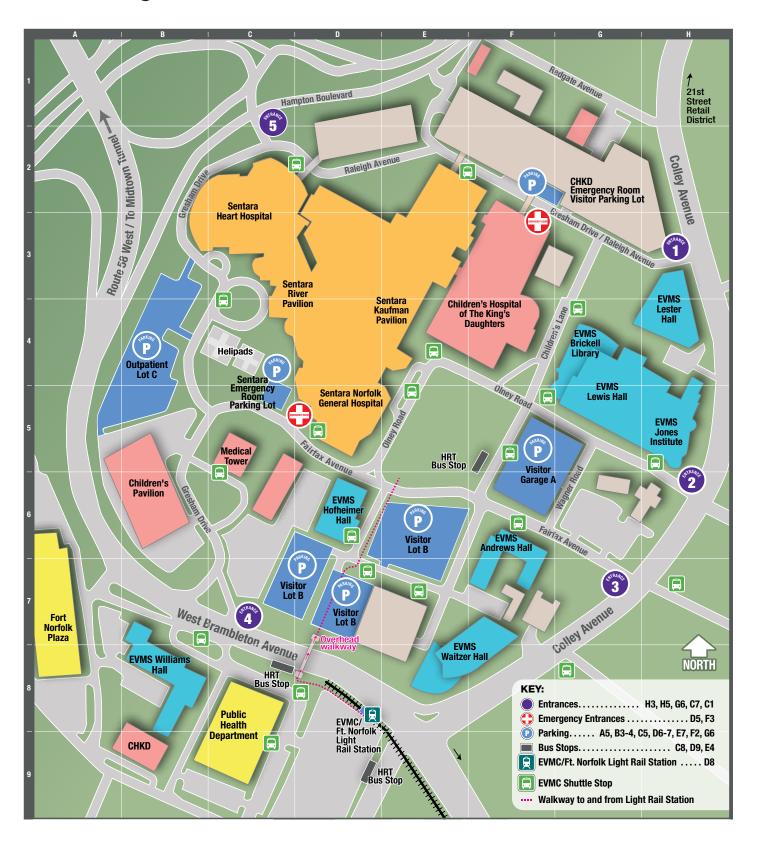
When noted regional economist James Koch, PhD, last reported on his evaluation of the school's economic imprint on the region in 2017, he found that EVMS-related economic activity grew at more than twice the pace of the region in the last five years. He estimated the school's annual impact at \$1.2 billion, a 21.4 percent increase from just five years earlier.

Annual economic impact:	\$1.2 billion
EVMS rank among private-sector employers in Hampton Roads:	12
Estimated annual impact of EVMS alumni in Hampton Roads:	\$446 million*
Value of charitable services, including uncompensated care:	\$63 million
Economic ripple effect from EVMS activities:	\$655 million
Additional jobs generated locally because of EVMS economic ripple effect	: 4,900

^{*} includes ripple effect



Eastern Virginia Medical Center



Facilities

EVMS has modern facilities for education, research and patient care. The school has made significant capital investments in the last decade. Recent renovations at EVMS and elsewhere in the Eastern Virginia Medical Center have made space for two large lawns and adjoining areas to relax and enjoy the outdoors.

EVMS facilities include:

Building	Purpose	Sq. Ft.	Year Built/Renovated
Andrews Hall	Administration and clinical offices	80,000	1973/2022
Brickell Library	Medical sciences library, open to the public	47,000	2000/2011
Jones Institute	Women's Health	69,000	1992/2011
Hofheimer Hall	Clinical and academic offices	109,000	1985/2019
Lester Hall	Canoles Cancer Research Center, School of Health Professions, Sentara Center for Simulation & Immersive Learning	103,000	2011
Lewis Hall	Education, research	186,000	1978/2011
Waitzer Hall	Education and academic administrative support	138,000	2020
Williams Hall	Strelitz Diabetes Center, Clinical Research Unit of EVMS Pediatrics, Research support	50,000	1967/2011



EVMS shares a campus with two hospitals - Sentara Norfolk General Hospital and Children's Hospital of The King's Daughters - and the Norfolk Department of Public Health.



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