

Brian L. Strom, MD, MPH  
Chancellor

March 28, 2019

Ms. Mary Mickelsen  
Executive Secretary of the University Senate  
Rutgers, the State University of New Jersey  
Liberty Plaza, Suite 1200  
335 George Street  
New Brunswick, NJ 07901

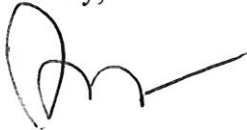
Dear Ms. Mickelsen:

I am writing in response to the University Senate's resolution concerning Faculty and Staff Participation in the Rutgers University, Rutgers Health Group, and RWJ Barnabas Health Affiliation Process.

Attached please find a copy of my presentation to the University Senate dated December 7, 2018. My presentation outlines on slides 33 through 61 which comprehensively detail the provisions of the master affiliation agreement (MAA) and outlines the membership of the committees and subcommittees created by Rutgers Biomedical and Health Sciences and the RWJBarnabas Health through this affiliation, as of that date. I also enclose three broad emails that were sent out on January 8, January 22, and February 7, 2019 which contain relevant information

At this time I cannot provide further documentation or commentary on this resolution, as the AAUP-BHSNJ has filed an unfair labor practice charge concerning the affiliation agreement with RWJ-Barnabas Health.

Sincerely,



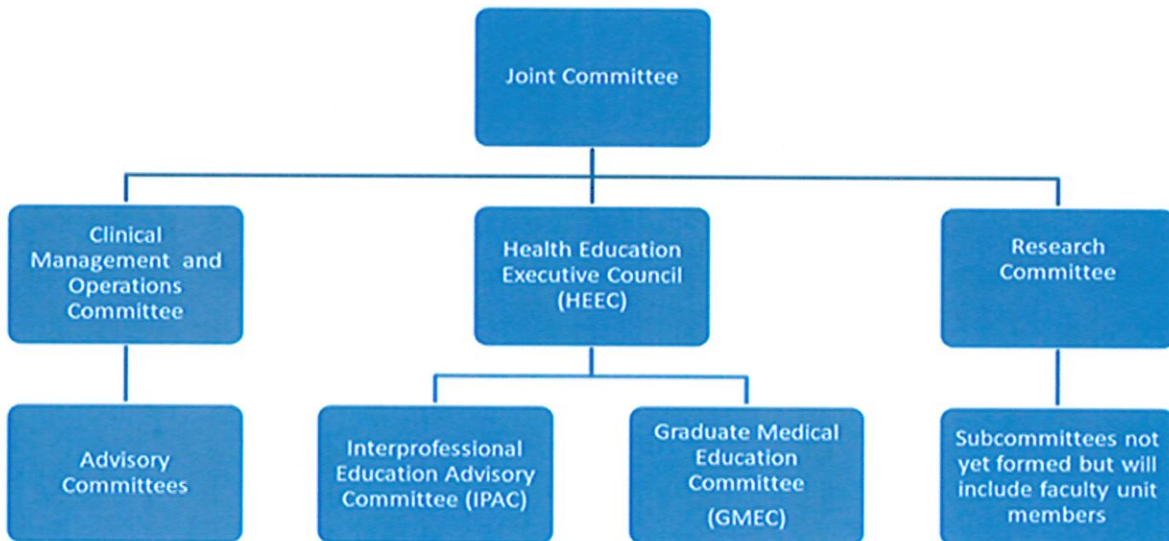
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Attachments

Dear RBHS Colleagues:

With the historic signing of the Master Affiliation Agreement (“MAA”) between Rutgers University and RWJBarnabas Health (RWJBH), the foundation for a premier integrated academic health system has been created. This e-mail is to provide you with an overview of the process being created to further develop our education mission.

As to organizational structure, the affiliation agreement calls for the formation of the Joint Committee, which is charged with aligning strategic planning and coordinated oversight of all aspects of the Integrated Academic Health System. Subcommittees addressing Clinical Management and Operations, Health Education, and Research have also been established. As the affiliation evolves, additional committees and sub-committees will be created to help fulfill our joint vision, mission and values. Below is a graphic demonstrating the committee structure to date:



I am pleased to provide you with this introduction to the newly formed Health Education Executive Council (HEEC), the Graduate Medical Education Committee (GMEC) and the Interprofessional Education Advisory Committee (IPAC). Collectively, these entities will strategically integrate and provide oversight to Undergraduate Medical Education (“UME”), Graduate Medical Education (“GME”), and Interprofessional Education (“IPE”) activities.

**Health Education Executive Council (HEEC):**

The Health Education Executive Council (HEEC) has two principal charges:

1. Developing a strategic plan for undergraduate and graduate medical education conducted at New Jersey Medical School, Robert Wood Johnson Medical School, RWJBarnabas Health teaching hospitals; and

2. Ensuring the optimal quantity and quality of clinical education sites for medical and health professions students.

The HEEC is forming 12 specialty-specific workgroups to address residency and fellowship programs for all specialties. These workgroups involve key GME leaders (Chairs, Program Directors, etc.) for each specialty and are evaluating the optimal program size, structure, resident distribution and clinical capacity for education, all with the overarching goal of achieving the best educational, strategic, and financial structure for GME. Critical needs have also been identified for both inpatient and outpatient teaching experiences for our students and residents with particular emphasis on primary care placements. A survey has been developed to assess the current physician teaching resources of RWJBH and evaluate the particular interests of its medical staff physicians regarding involvement in our educational programs.

#### **RBHS Graduate Medical Education Committee (GMEC)**

As agreed to in the MAA, once Rutgers Biomedical and Health Sciences ("RBHS") receives initial accreditation as a Sponsoring Institution ("SI"), all GME programs that are currently sponsored by RWJMS, NJMS and individual RWJBH teaching hospitals will ultimately transition sponsorship to RBHS.

That SI application process is currently underway. The establishment of an RBHS GMEC, which includes representatives from Rutgers, RWJBH, University Hospital Newark and the VA Hospital has already occurred. Consistent with ACGME requirements, the Rutgers Board of Governors will serve as the governing body for RBHS and as a SI and for its GMEC.

There are approximately 1,600 residents and fellows across a diverse array of specialties in Rutgers and RWJBH-sponsored graduate medical education programs. The GME plan being developed will help us achieve our mutual goals of developing highly ranked and competitive programs, improving retention of residents and fellows, and optimizing overall program costs.

#### **Interprofessional Education Advisory Committee (IPAC)**

The Interprofessional Education Advisory Committee serves as a subcommittee to the HEEC. This fall the IPAC has focused on developing and sharing a "supply" and "demand" side inventory of the interprofessional clinical training opportunities and needs across RBHS and RWJBH. The committee has discussed and evaluated urgent clinical training placement needs and gaps.

Please feel free to contact any of the chairs and committee members if you're interested in contributing to our teaching mission. Chairs and committee rosters are provided below for your ease of reference. I will be providing periodic updates on the progress of the HEEC, GMEC and IPAC, as we work together to provide students, residents and fellows with teaching environments that will equip them for future success. I want to thank all of you who have supported this process and those who will be joining us in the future to enhance our teaching mission.

Sincerely,

Vicente Gracias, MD, FACS, FCCP, FCCM  
Senior Vice Chancellor for Clinical Affairs, Rutgers Biomedical and Health Sciences  
Chief Academic Officer (Interim), RWJBarnabas Health

### **Health Education Executive Council (HEEC)**

Chair: Vicente Gracias

#### **Rutgers University**

Cecile Feldman, Dean, SDM

Linda Flynn, Interim Associate Dean and Director of PhD programs for the Nursing Science Division, SON

Michael Kelly, Associate Dean for GME, RWJMS

Neil Kothari, Associate Dean for GME, NJMS

Gwen Mahon, Dean, SHP

Maria Soto-Greene, Executive Vice Dean, NJMS

Carol Terregino, Sr. Associate Dean for Education and Academic Affairs, RWJMS

#### **RWJBH**

Joshua Bershad, Chief Medical Officer, RWJUH-New Brunswick

John Bonamo, Chief Medical and Quality Officer, RWJBH

Joseph Jaeger, Chief Academic Officer, MMC

Michael Keevey, Vice President, State and Federal Programs

Salvatore Moffa, Chief Medical Officer, RWJUH-Somerset

Gregory Rokosz, Sr. Vice President for Academic Affairs, RWJBH

Joshua Rosenblatt, Chief Academic Officer, NBIMC

### **RBHS Graduate Medical Education Committee (GMEC)**

Chair: Michael Kelly, interim Designated Institutional Official

#### **Ex-Officio**

Josh Bershad, Chief Medical Officer, RWJUH New Brunswick

John Bucek, Designated Institutional Official, RWJUH Somerset

Kenneth Garay, Chief Academic Officer, JCMC

Dean Giacobbe, Associate Chief of Staff (Education), VA

Thomas Hecker, Executive Vice Dean, RWJMS (designee of the dean of RWJMS)

Joseph Jaeger, Chief Academic Officer, MMC

Neil Kothari, Associate Dean, GME, NJMS

Nell Maloney Patel, Program Director, General Surgery, RWJMS (designee for the associate dean of GME, RWJMS)

Lawrence Ramunno, Chief Medical Officer, University Hospital

Greg Rokosz, Sr. Vice President, Academic Affairs, RWJBH

Henry Rosenberg, Designated Institutional Official, SBMC

Josh Rosenblatt, Chief Academic Officer, NBIMC

Maria Soto-Greene, Executive Vice Dean, NJMS (designee of the dean of NJMS)

Maureen Bueno, Patient Safety & Quality Representative, Senior Vice President, Organizational Effectiveness, RWJUH

#### **Rutgers and RWJBH Program Directors**

Rashi Aggarwal, Psychiatry, NJMS

Marc Cohen, Cardiology, NBIMC

Michael Dardik, Pathology, SBMC  
Christine Gerula, Cardiology, NJMS  
Rajan Gupta, Acute Care Surgery, RWJMS  
Ketan Kansagra, Pediatrics, NBIMC  
Shicha Kumar, Breast Oncology, RWJMS  
Anastasia Kunac, General Surgery, NJMS  
Sara Lubitz, Endocrinology, RWJMS  
Barbara Jo McGarry, Family Medicine, RWJMS  
Lisa Pompeo, OB/GYN, NJMS  
Richard Ruchman, Radiology, MMC  
Ranita Sharma, Internal Medicine, RWJMS  
Raymond Simmons, Dental, MMC  
Franz Smith, Surgery, SBMC  
Harsh Sule, Emergency Medicine, NJMS  
Susan Walsh, Internal Medicine, JCMC  
Vincent Ziccardi, Dental, NJMS

#### Rutgers and RWJBH Residents

Vivek Bose, Resident, Internal Medicine, RWJMS  
Sharon Bushi, Resident, Physical Medicine and Rehabilitation Medicine, NJMS  
Erin Clough, Resident, Radiology, MMC  
Maziar Goshtasebi, Resident, Family Medicine, RWJUH-Somerset  
Vijay Hilari, Resident, Family Medicine, RWJMS  
Hameeda Khan, Resident, Internal Medicine, SBMC  
Adil Manzoor, Resident, Medicine-Pediatrics, NBIMC  
Evan Orosz, Resident, Internal Medicine, NJMS

#### Inter-Professional Education Advisory Committee (IPAC)

Co-chairs: Gwen Mahon and Greg Rokosz

#### Rutgers University

Joyce Afran, Assistant Dean for the regional campus at RWJUH Somerset, RWJMS  
Janine Fredericks-Younger, Director of Educational Programs, SDM  
Carol Goldin, Senior Associate Dean for Planning and Assessment, EMSOP  
Evelyn Hermes-DeSantis, Pharmacy Practice and Administration, EMSOP  
Sangeeta Lamba, Associate Dean for Education, NJMS  
Jeannette Manchester, Director of Center for Professional Development, SON  
Ann Marie P. Mauro, Assistant Dean, Professor, and Director, Center for Educational Research and Innovation, SON  
Alma Merians, Associate Dean for IPE/IPP, Chair and Professor, Rehabilitation and Movement Sciences, SHP  
Archana Pradhan, Associate Dean for Clinical Education, RWJMS  
Maria Soto-Greene, Executive Vice Dean, NJMS  
Carol Terregino, Senior Associate Dean for Education and Academic Affairs, RWJMS  
Christin Traba, Assistant Dean for Clerkship Education, NJMS  
Debora Tracey, Director of Center for Clinical Learning, SON  
Ryan White, Director for PA Clinical Education and Practice, Physician Assistant Program, SHP

#### RWJBH:

Robert Adamson, Chief Pharmacy Officer, RWJBH

Russell Bergman, Dental Residency Program Director, NBIMC  
Lori Colineri, Chief Nursing Officer, RWJBH Southern Region  
Christian Engell, Internal Medicine Residency Program Director, NBIMC  
Kenneth Garay, Chief Medical Officer, JCMC  
Rich Henwood, Vice President, Corporate Reimbursement  
Joseph Jaeger, Chief Academic Officer, MMC  
Michael Keevey, Vice President, State and Federal Programs, RWJBH  
Sal Moffa, Chief Medical Officer, RWJUH Somerset

Current GME Workgroups (more to follow)

Anesthesiology Workgroup  
Hematology/Oncology Workgroup  
Internal Medicine GME Workgroup  
Neurology GME Workgroup  
Ob/GYN GME Workgroup  
Otolaryngology GME Workgroup  
Surgery GME Workgroup  
Pathology GME Workgroup  
Pediatrics GME Workgroup  
Pediatrics Emergency Medicine Workgroup  
Radiology GME Workgroup  
Surgery GME Workgroup

Med/Peds GME Workgroup Plan—approved

Dear RBHS Colleagues:

As a follow up to our announcement on January 8, 2019 regarding subcommittees addressing Clinical Management and Operations, Health Education, and Research, we now explain how we are building our research enterprise in the integrated academic health system resulting from the affiliation between Rutgers University and RWJBarnabas Health.

The newly formed Research Committee will provide guidance in the strategic planning, integration, and implementation of research across the affiliation.

**Research Committee:**

The Research Committee has two principal charges:

1. Developing a strategic plan for harmonizing clinical and translational research conducted at New Jersey Medical School, Robert Wood Johnson Medical School, RWJBarnabas Health facilities; and
2. Coordinating, integrating and streamlining research processes to enhance the quality and quantity of research for the affiliation.

The Research Committee met recently and is in the process of forming several workgroups to enhance and streamline human subject protection mechanisms; contracting and budgeting; study participant accrual and retention; and implementation of OnCore Enterprise<sup>®</sup>, a Clinical Trials Management System. These workgroups will involve key research leaders (Chairs, Institute Directors, etc.) and faculty researchers from a variety of research units across the affiliation who will evaluate the optimal program size, structure and capacity for research, all with a goal of achieving the best strategic, financial and operational structure for our integrated research enterprise. This process is meant to be completely transparent and we welcome input from other scientists, study participants, faculty, staff and administrators across the affiliation.

**Research Committee membership**

Co-Chairs: Reynold A. Panettieri, Jr., MD (interim) and Joseph Jaeger, DrPH, MPH

**Rutgers University**

Gary Aston-Jones, PhD, Director, Brain Health Institute

XinQi Dong, MD, MPH, Director, Institute for Health, Healthcare Policy, and Research, IFH

William Gause, PhD, Senior Associate Dean for Research, NJMS

Tobias Gerhard, PhD, Associate Director, IFH

Perry Halkitis, PhD, MS, MPH, Dean, School of Public Health

Howard Hochster, MD, Associate Director for Clinical Research, CINJ

Kathleen Scotto, PhD, Vice Chancellor for Research, RBHS

Steven Silverstein, PhD, Director of Research, University Behavioral Health Care

Mark Siracusa, PhD, Chancellor Scholar, Center for Immunity and Inflammation

Eileen White, PhD, Deputy Director, CINJ

Helmut Zarbl, PhD, Director, Environmental and Occupational Health Sciences Institute

**RWJBH**

John Bonamo, MD MS, Executive Vice President and Chief Medical Officer, RWJBH

Alice Cohen, Director of the F.B. Cohen Comprehensive Cancer & Blood Disorders Center, NBIMC

Marc Cohen, MD, Chair, Department of Medicine, Chief Division of Cardiology, NBIMC

Michael Dribbon, PhD, VP of Business Development & Chief Research Officer, CPH  
Indu Lew, PharmD, Corporate VP of Clinical Pharmacy Services, RWJBH  
Subroto Paul, MD, MPH, Director of Thoracic Surgical Services, RWJBH  
Dominick Tuason, MD, Pediatric Orthopaedic Surgery, RWJUH  
Francis Weng, MD, MSCE, Director for the Renal and Pancreas Transplant Program, Saint Barnabas Medical Center  
Kathleen Zavotsky, PhD, RN, Assistant VP, Center for Professional Development, Innovation and Research, RWJUH  
Stephen Zieniewicz, FACHE, President and CEO, Saint Barnabas Medical Center

Please feel free to contact any of the chairs/committee members if you're interested in contributing to our research mission. We will be providing periodic updates on the progress of the Research Committee and the formation of our workgroups, and we want to thank all of you who have supported this process and those who will be joining that support as we work to integrate across missions together.

Sincerely,

Reynold A. Panettieri, Jr., MD  
Professor and Vice Chancellor for Translational Medicine and Science, RBHS

Joseph Jaeger, DrPH, MPH  
Associate Vice President, Research, RWJBarnabas Health



## Combined Medical Group Strategic Council



It is with great excitement that I announce the Combined Medical Group Strategic Council. The selection process was arduous, with over 70 talented, outstanding and highly-regarded candidates. It's a strong testament to our group's commitment toward building one of the most successful medical groups in the state, in the region, and eventually, in the nation.

The selection committee, which included me, Dr. Jack Bonamo, Dr. Justin Sambol, Dr. Vicki Craig and Dr. Josh Bershad, conducted a comprehensive review process and selected 22 physicians and two advanced practice providers. The council represents practicing clinicians in diverse roles including varied specialties, as well as academic and geographic representation, with a primary goal to advise the Medical Group, the health system and the university on key strategic initiatives and priorities.

Please join me in congratulating our colleagues to the Combined Medical Group Strategic Council:

- **Mary Abed, MD, FACC**, Cardiology and Internal Medicine, RWJBarnabas Health Medical Group (BHMG)
- **Douglas Ashinsky, MD, FACP**, Internal Medicine, RWJBarnabas Health Medical Group (PE)
- **Adrian Balica, MD**, Obstetrics and Gynecology, Rutgers Robert Wood Johnson Medical School
- **Joseph Benevenia, MD**, Professor and Chair, Department of Orthopedics, Rutgers New Jersey Medical School
- **Anthony Carlino, MD**, Internal Medicine, RWJBarnabas Health Medical Group (BHMG); Medical Director, Internal Medicine Faculty Practice
- **Jean Anderson Eloy, MD, FACS, FARS**, Professor and Vice-Chair of Otolaryngology-Head and Neck Surgery, Director of Phonology and Sinus Surgery, Rutgers New Jersey Medical School; Chair of the Otolaryngology-Head and Neck Surgery (ENT) Department at Saint Barnabas Medical Center
- **Elie A. Goldenberg, MD**, General Surgery, RWJBarnabas Health Medical Group (PE)
- **Noah Goldman, MD**, Vice Chair of Clinical Affairs, Obstetrics, Gynecology and Women's Health; Associate Division Director, Gynecologic Oncology, Rutgers New Jersey Medical School
- **Rajan Gupta, MD**, Trauma Surgery; Associate Professor of Surgery, Rutgers New Jersey Medical School
- **Bruce Haffty, MD**, Radiation Oncology, Professor, Chairman, Chief of Staff, Rutgers Cancer Institute of New Jersey; Department of Radiation Oncology, Rutgers New Jersey Medical School and Rutgers Robert Wood Johnson Medical School

- **Jason Krystofiak, MD**, Sports Medicine and Primary Care, RWJBarnabas Health Medical Group (PE)
- **Edward Lee, MD**, Associate Professor, Division of Plastic and Reconstructive Surgery; Residency Program Director and Division Chief, Rutgers New Jersey Medical School
- **Chen Liu, MD**, Professor and Chairman, Department of Pathology; Chairman, Center for Dermatology; Chief, Division of Oncological Pathology, Rutgers New Jersey Medical School and Rutgers Robert Wood Johnson Medical School
- **John Merlino III, DO**, Cardiac Electrophysiology and Pacing, RWJBarnabas Health Medical Group (BHMG)
- **Prithvi Narayan, MD**, Section Chief Pediatric Neurosurgery, Rutgers Robert Wood Johnson Medical School
- **Subroto Paul, MD**, Director of Thoracic Surgery, RWJBarnabas Health Medical Group (BHMG)
- **Anthony Rosania, MD**, Assistant Professor of Emergency Medicine, Rutgers New Jersey Medical School
- **Shana Shoulson, MD**, Family Medicine, RWJBarnabas Health Medical Group (PE)
- **Sherry Stein, MS, RN, APN**, Administrative Director, Hospital-based Providers, RWJ University Hospital
- **Jack Stroh, MD**, Cardiology, RWJBarnabas Health Medical Group (PE)
- **Shaheen Timmapuri, MD**, Assistant Professor of Surgery and Pediatrics, Rutgers Robert Wood Johnson Medical School
- **Jonathan Teitelbaum, MD**, Section Chief, Department of Pediatric Gastroenterology, Monmouth Medical Center
- **Su Wang, MD**, Internal Medicine, Medical Director, Center for Asian Health, RWJBarnabas Health Medical Group (BHMG)
- **Ryan White, MS, MPH, PA-C**, Assistant Director, Clinical Education and Practice, Rutgers School of Health Professions

The Combined Medical Group Strategic Council will serve as a liaison between providers, hospitals and patients, to impact positive change as well as advise the RWJBarnabas Health system, Rutgers University and the combined medical group on key performance indicators. I believe the best ideas come in a team environment where everyone can contribute and with this council, new ideas will emerge.

I look forward to the future as we forge ahead in creating a nationally renowned, premier medical group.

Regards,  
 Andy Anderson, MD  
 Chief Executive Officer  
 RWJBarnabas Health-Rutgers Health Combined Medical Group