



RUTGERS
BIOMEDICAL AND
HEALTH SCIENCES

Rutgers Biomedical and Health Sciences: Report to the University Senate 2020

Brian L. Strom, MD, MPH

Chancellor Rutgers Biomedical & Health Sciences

Executive Vice President for Health Affairs

Friday, January 24, 2020

RBHS: Report to the University Senate

- RBHS: Our Six-Year Journey
- Goals – 2020

RBHS: Report to the University Senate

- **RBHS: Our Six-Year Journey**
- **Goals – 2020**

My Goal as RBHS Chancellor

To build one of the best academic health centers in the country, with an emphasis on *one*.



Rutgers Biomedical & Health Sciences



Established by the 2012 New Jersey Medical and Health Sciences Education Restructuring Act, Rutgers Biomedical and Health Sciences (RBHS) became the health care education, research, and clinical division at Rutgers University on July 1, 2013 and celebrated its five year anniversary on July 1, 2018.

RBHS Entities

Schools

- Ernest Mario School of Pharmacy
- New Jersey Medical School
- Robert Wood Johnson Medical School
- Rutgers School of Dental Medicine
- School of Graduate Studies (joint with RU – New Brunswick)
- School of Health Professions
- School of Nursing
- School of Public Health

Centers/Institutes

- Brain Health Institute
- Center for Advanced Biotechnology and Medicine
- Environmental and Occupational Health Sciences Institute
- Institute for Health, Health Care Policy and Aging Research
- Institute for Infectious and Inflammatory Diseases
- Rutgers Cancer Institute of NJ
- Rutgers Institute for Translational Medicine & Science

Behavioral Health Care Unit

- University Behavioral Health Care

Rutgers Health

Rutgers Health
Rutgers Health Group

Established
in 2016

RBHS – At a Glance

RBHS has approximately:

- 2,300 faculty members
- 8,200 staff (including housestaff)
- 8,100 students
- 60 buildings
- 6.4 million gross square feet
- \$1.8 billion annual budget



RBHS Faculty Profile

RBHS Faculty include:

- 2,308 paid faculty members
 - 1,717 full time faculty (1.0 FTE)
 - 266 part time faculty (up to 0.99 FTE)
 - 325 per diem faculty
- 4,325 volunteer faculty



RBHS Strategic Plan

- Goal: build one of the best academic health centers in the country
- Focus on RBHS-wide complementary activities
- Developed with input from more than 5,000 faculty, staff, and students (surveys and working groups)



RBHS Strategic Plan: Key Initiatives

- **Signature programs**
 - Cancer
 - Environmental and occupational health
 - Infection and inflammation
 - Neuroscience
 - Community health and health systems (emerging)
- **Complementary programs**
 - Clinical research
 - Drug discovery and development
 - Informatics
 - Public health, including global health

RBHS Leadership Appointments

- Sr. Vice Chancellor Finance & Administration, Kathy Bramwell – University of Pennsylvania
- Sr. Vice Chancellor for Clinical Affairs/RHG President, Vicente Gracias, MD – Rutgers University
- Sr. Vice Chancellor Academic Affairs & Research – Bishr Omary, MD – University of Michigan
- RBHS Provost New Brunswick - Jeffrey Carson, MD (New Brunswick) Rutgers;
- RBHS Provost Newark - Patricia Fitzgerald-Bocarsly, PhD (Newark) Rutgers
- Vice Chancellor for Faculty Development, M. Maral Mouradian, MD – Rutgers University

RBHS Leadership Appointments (2)

- Dean, School of Health Professions, Gwen Mahon, PhD – Rutgers University
- Director, Brain Health Institute, Gary Aston Jones, PhD - Medical University of South Carolina
- Vice Chancellor/Director of the Rutgers Institute for Translational Science & Medicine, Reynold Panettieri, Jr., MD – University of Pennsylvania
- President & CEO University Behavioral Health Care, Frank Ghinassi, PhD – University of Pittsburgh
- Director, Cancer Institute of New Jersey, Steven Libutti, MD – Montefiore-Einstein
- Director of Global Health/Henry Rutgers Chair, Richard Marlink, MD – Harvard University

RBHS Leadership Appointments (3)

- Dean, School of Public Health, Perry Halkitis, PhD – New York University
- Director, EOHSI/Chair ENOH SPH, Helmut Zarbl, PhD – Rutgers University
- Director, Institute for Health, XinQi Dong, MD - Rush
- Director, Center for Advanced Biotechnology & Medicine – Martin Blaser, MD – NYU
- Director Bioethics, Nir Eyal, DPhil – Harvard
- Vice President of Development RUF, Will Green – Children's Hospital of Philadelphia (CHOP)
- Deputy General Counsel, Stephen Nolan, Esq. – Rutgers

RBHS Leadership Appointments (4)

- Interim Designated Institutional Officer - Graduate Medical Education – Michael Kelly – Rutgers/RWJMS
- Vice Chancellor for Marketing and Communications – Jennifer Hollingshead – University of Missouri
- Interim Dean School of Nursing, Linda Flynn, PhD, RN - Rutgers
- Vice Chancellor for Diversity and Inclusion – Sangeeta Lamba, MD – Rutgers/NJMS
- Director Community Engagement – Thaddaeus Diggs-University Hospital, Newark

Department Chair Appointments

- RWJMS Chair of Medicine, Frederic Wondisford, MD – Johns Hopkins University
- RWJMS Chair of Pediatrics, Sally Radovick, MD – Johns Hopkins University
- Joint Chair of Pathology, Chen Liu, MD – University of Florida
- Joint Chair of Neurosurgery, Anil Nanda, MD – LSU Shreveport
- RWJMS Chair of Surgery, Leonard Lee, MD – Rutgers University
- RWJMS Chair of OB/GYN & Reproductive Services, Mark Sauer, MD – UC San Francisco
- CINJ Associate Director Clinical Research, Howard Hochster, MD – Yale University

Upcoming Leadership Appointments

- Henry Rutgers Chair & Director – New Opioid Addiction Center (offer in preparation)
- Designated Institutional Officer – Graduate Medical Education (national search underway)
- Rutgers School of Nursing Dean (national search underway)

RBHS Academic Leadership



RBHS Academic Leadership (2)

“No executive has ever suffered because his subordinates were strong and effective.”

- Peter Drucker

Chancellor Scholars (2014 – 2019)

- Manuel Jimenez, MD, MSHP - RWJMS
- Mark Siracusa, PhD – NJMS
- Fredric Wondisford, MD – RWJMS
- Sally Radovick, MD – RWJMS
- Karen Edelblum, PhD - NJMS
- Aimee Beaulieu, PhD - NJMS
- Molly A. Erickson, PhD – RWJMS/UBHC
- Sherine Gabriel, MD, MSc - RWJMS
- Reynold Panettieri, MD - RWJMS
- Chen Liu, MD, PhD – RWJMS + NJMS
- Dan Horton, MD, MSCE – RWJMS
- Steven R. Brant, MD – RWJMS
- Vasileios Petrou, PhD – NJMS
- Jason Yang, PhD - NJMS

2016 - Recruits are coming to RBHS from:

MAYO
CLINIC



Memorial Sloan Kettering
Cancer Center™



UPMC

University of Pittsburgh
Medical Center



EINSTEIN

Albert Einstein College of Medicine



HARVARD
UNIVERSITY



Penn Medicine



College of Medicine
UNIVERSITY of FLORIDA



JOHNS HOPKINS
MEDICINE
SCHOOL OF MEDICINE



THE UNIVERSITY OF
CHICAGO
MEDICINE



MUSC
MEDICAL UNIVERSITY
of SOUTH CAROLINA



FOX CHASE
CANCER CENTER

TEMPLE HEALTH



RUTGERS

2020 -Leaders are coming to RBHS from:

MAYO
CLINIC



RUSH

LSU Health
SHREVEPORT



HARVARD
UNIVERSITY



COLUMBIA
UNIVERSITY



Memorial Sloan Kettering
Cancer Center™

THE UNIVERSITY of
NEW MEXICO



The Children's Hospital
of Philadelphia®

R



NYU

JOHNS HOPKINS
MEDICINE
SCHOOL OF MEDICINE



THE UNIVERSITY OF
CHICAGO
MEDICINE

Montefiore



Tufts Medical
Center



UPMC
University of Pittsburgh
Medical Center

MIT
Massachusetts
Institute of
Technology



Duke Medicine

UF

College of Medicine
UNIVERSITY of FLORIDA



MUSC
MEDICAL UNIVERSITY
of SOUTH CAROLINA



BROAD
INSTITUTE



Penn Medicine



Albany Medical Center



FOX CHASE
CANCER CENTER

TEMPLE HEALTH



Albert Einstein College of Medicine



Icahn School of
Medicine at
Mount
Sinai



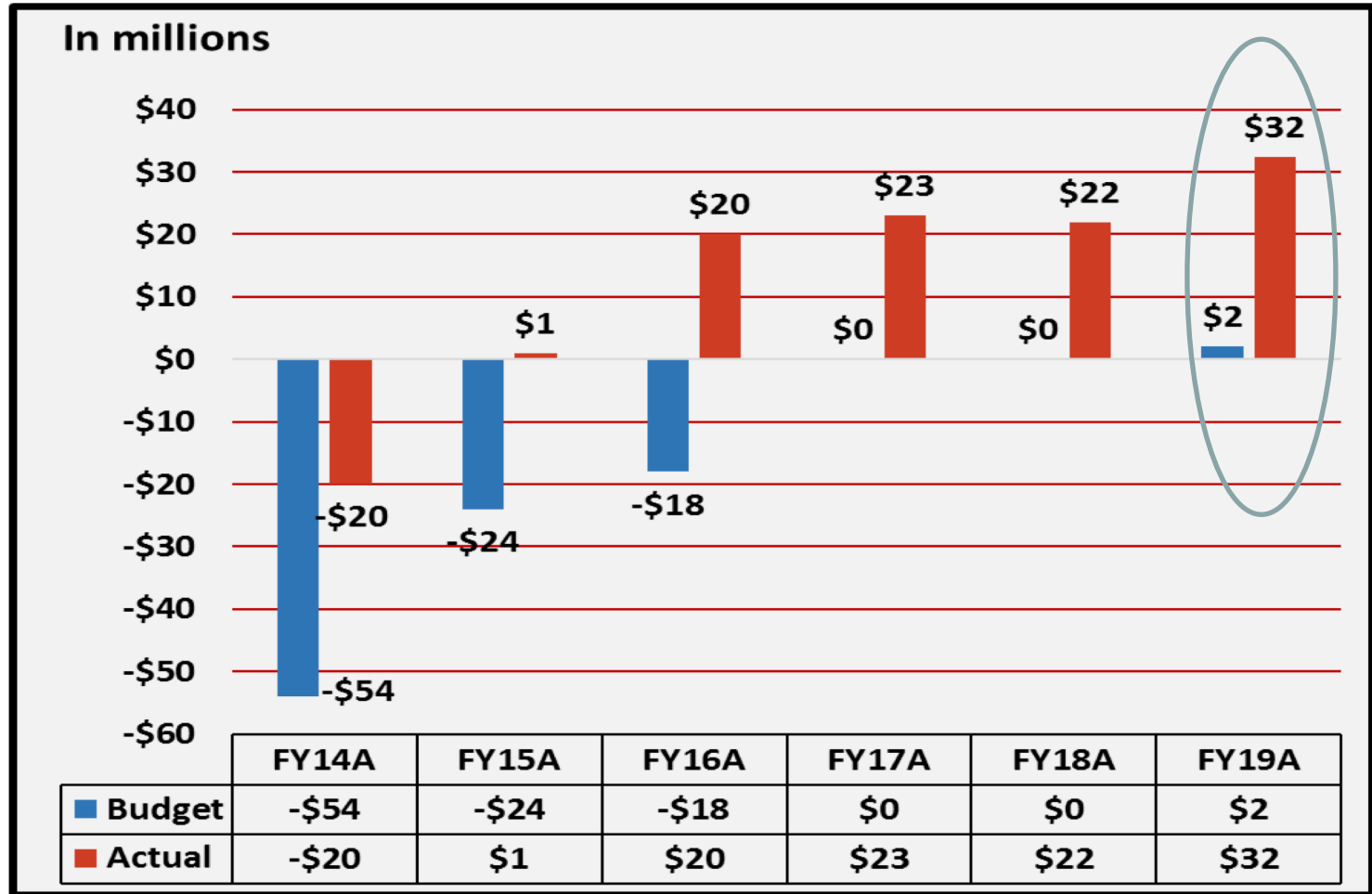
Yale University
School of Medicine



UTHealth
The University of Texas
Health Science Center at Houston

McGovern
Medical School

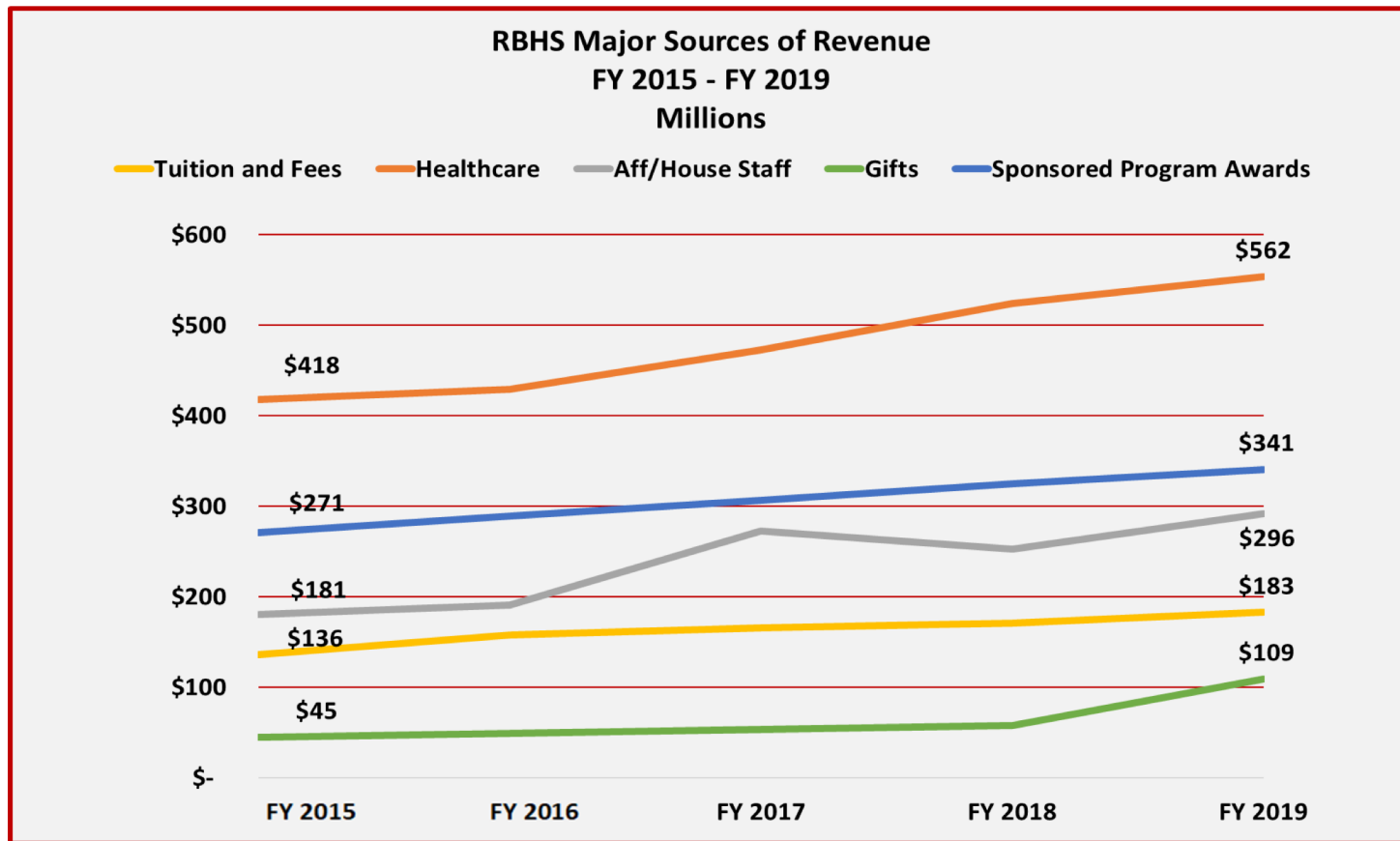
RBHS Budget versus Actual Financial Performance FY 2014 through FY 2019



FY 2018 Adjusted Surplus / (Deficit) excludes \$21.9M in non-operating items which mainly consists of grant revenue and expense adjustments related to FY 2017 and prior years

UMDNJ submitted a breakeven budget in FY 2014, but financial trends showed a trajectory of a \$54M loss

Upon the Chancellor's arrival, there was a projected deficit in FY 2014 of over \$54M. RBHS ended with a \$19.6M deficit. RBHS is now in a surplus position of \$32.4M in FY 2019. The major sources of revenue increases are depicted below.



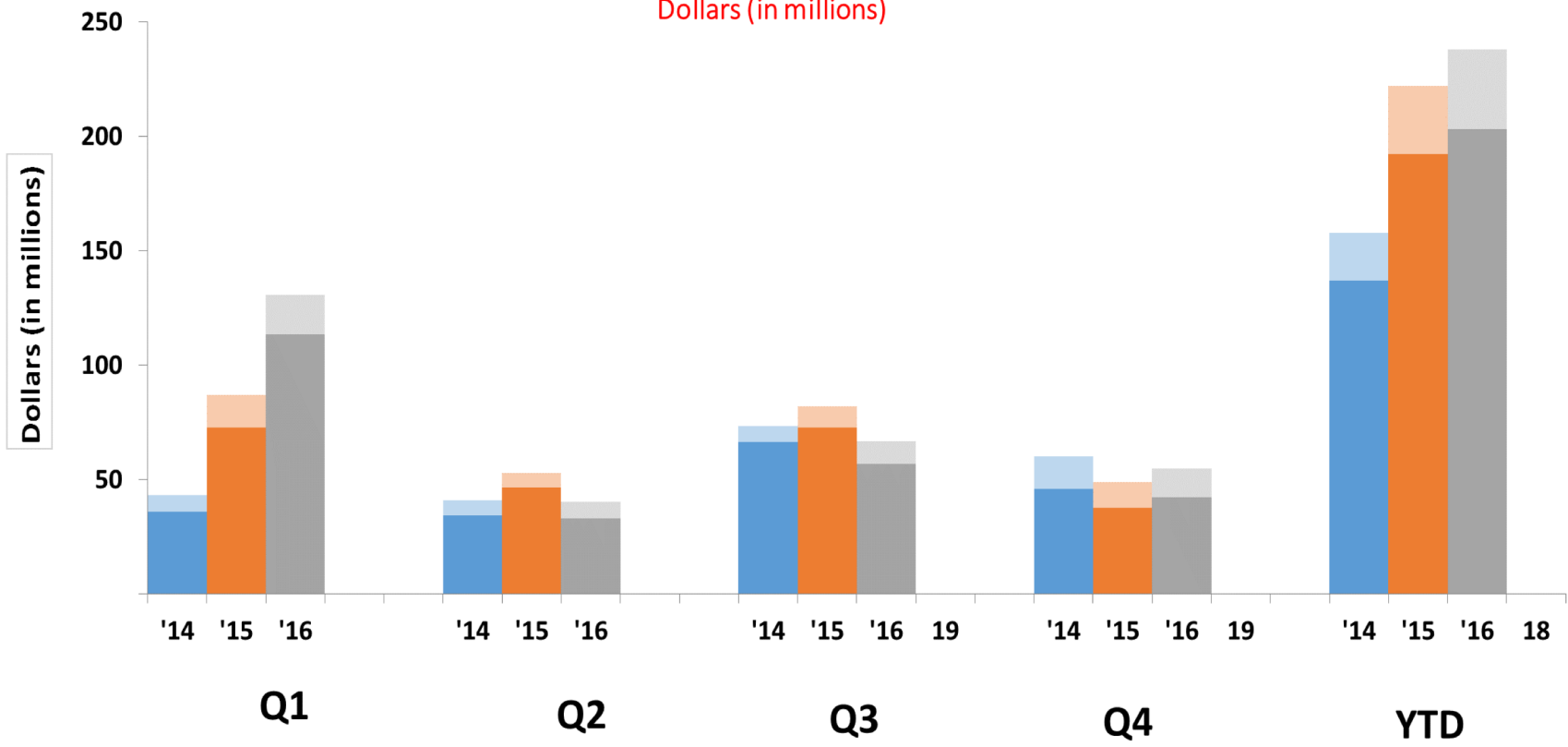
Gifts exclude \$75M of the \$100M gift received by RWJBH for investment in the academic mission

Research Awards FY 14 - 16

RBHS Q1 - Q4, FY14 - FY16 - Awards

Dollars (in millions)

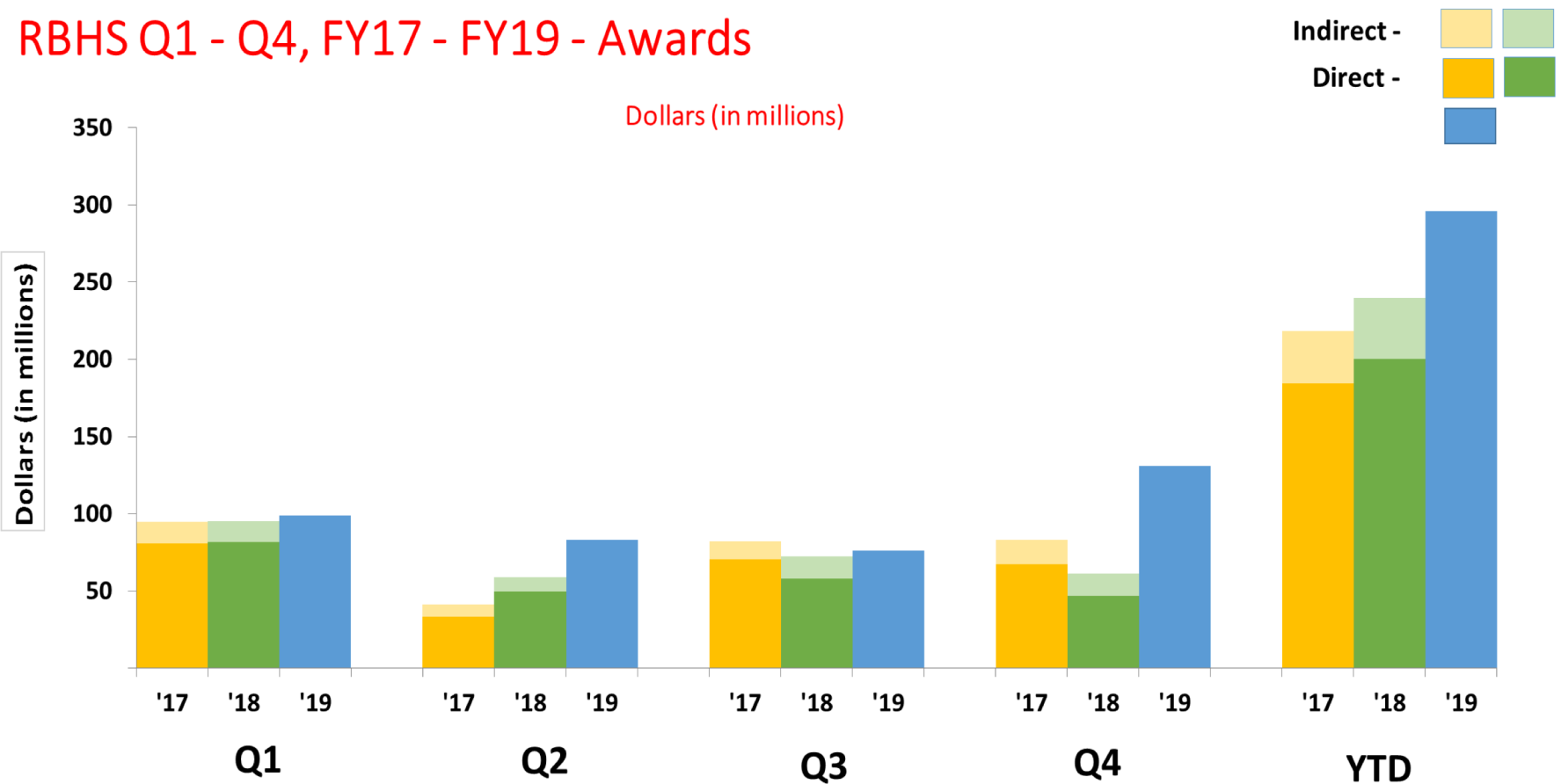
Indirect -   
 Direct -   



Research Awards FY 17 - 19

RBHS Q1 - Q4, FY17 - FY19 - Awards

Dollars (in millions)



Federal Funding Update

- CINJ – maintains status as New Jersey's only NCI designated comprehensive cancer center
- EOHSI – National Institute of Environmental Health Sciences center grant renewed
- Rutgers Institute for Translational Medicine & Science RITS Clinical & Translational Science Award – awarded



A Cancer Center Designated by the
National Cancer Institute



National Institute of
Environmental Health Sciences



National Center
for Advancing
Translational Sciences

Rutgers University Foundation



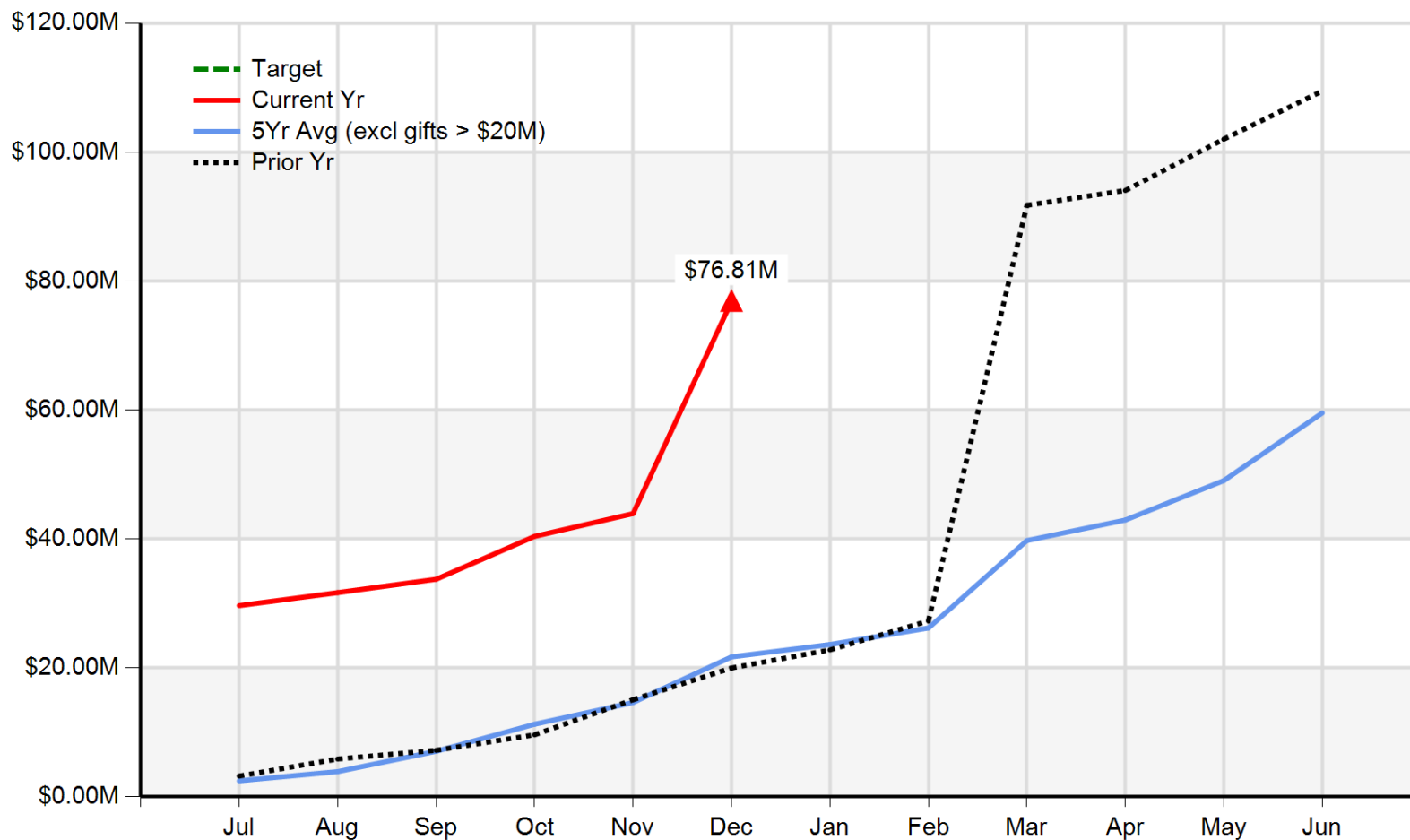
B I G I D E A S

S Y M P O S I U M

R U T G E R S U N I V E R S I T Y

RBHS Fundraising (YTD)

Total New Gifts & Pledges



RU Foundation – Chancellor's Challenge

- RBHS surpassed its \$1M goal for the Chancellor's Matching Gift Challenge
- \$1,050,333 raised for RSDM and SON student scholarships
- RSDM and SON held 295 meetings with prospective donors yielding:
 - 565 distinct donors
 - 117 first time donors



RUTGERS HEALTH

Health. Discovery. Revolution.

Aggressive Movement Toward Value

The Washington Post

January 26, 2015

“For the first time we [Health and Human Services] are going to set clear goals and establish a clear timeline for **moving from volume to value . . .**”

- **Sylvia Mathews Burwell (HHS Secretary)**

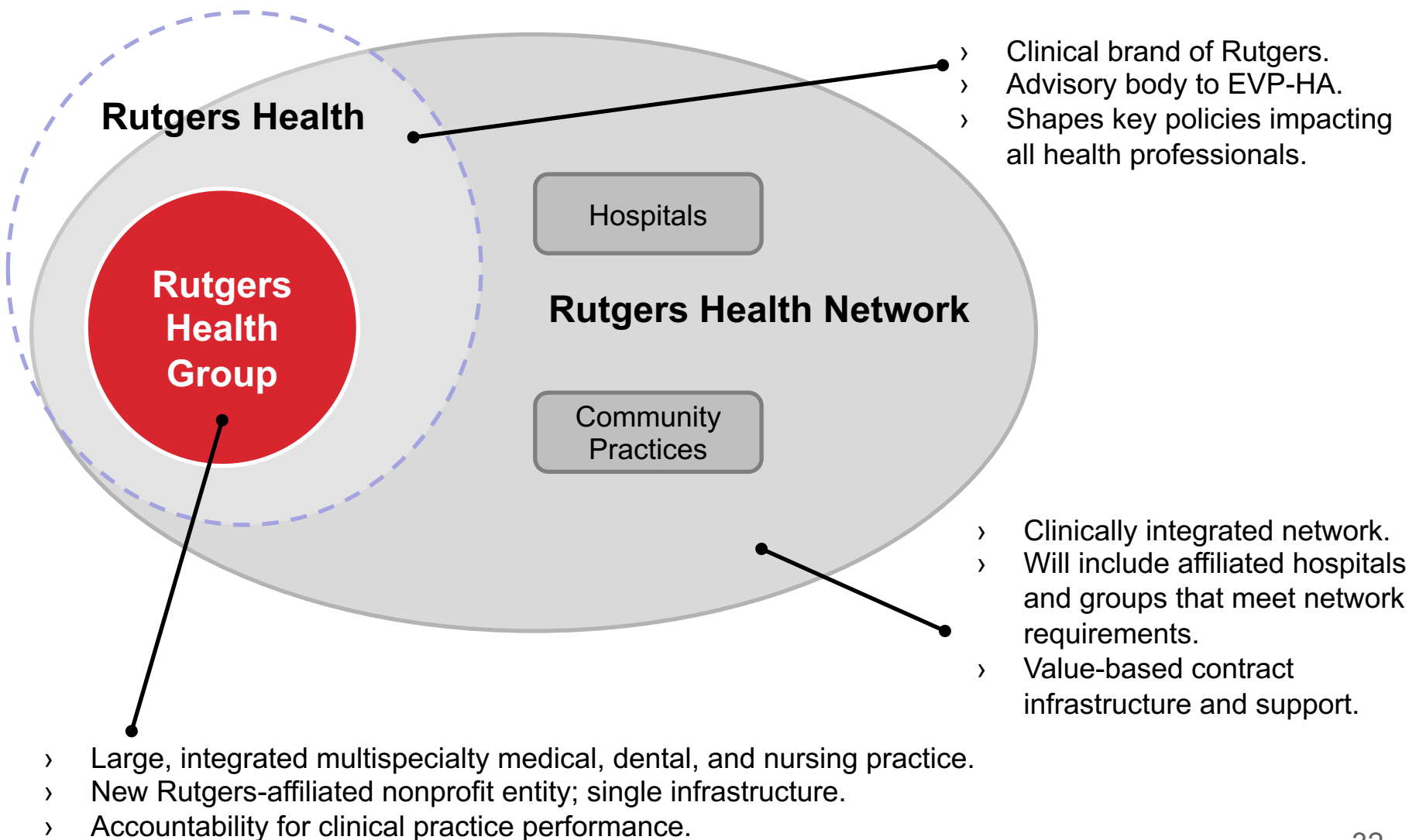
By 2016

30 % of Medicare reimbursement through alternative payment models
85 % of all Medicare payment tied to quality or value

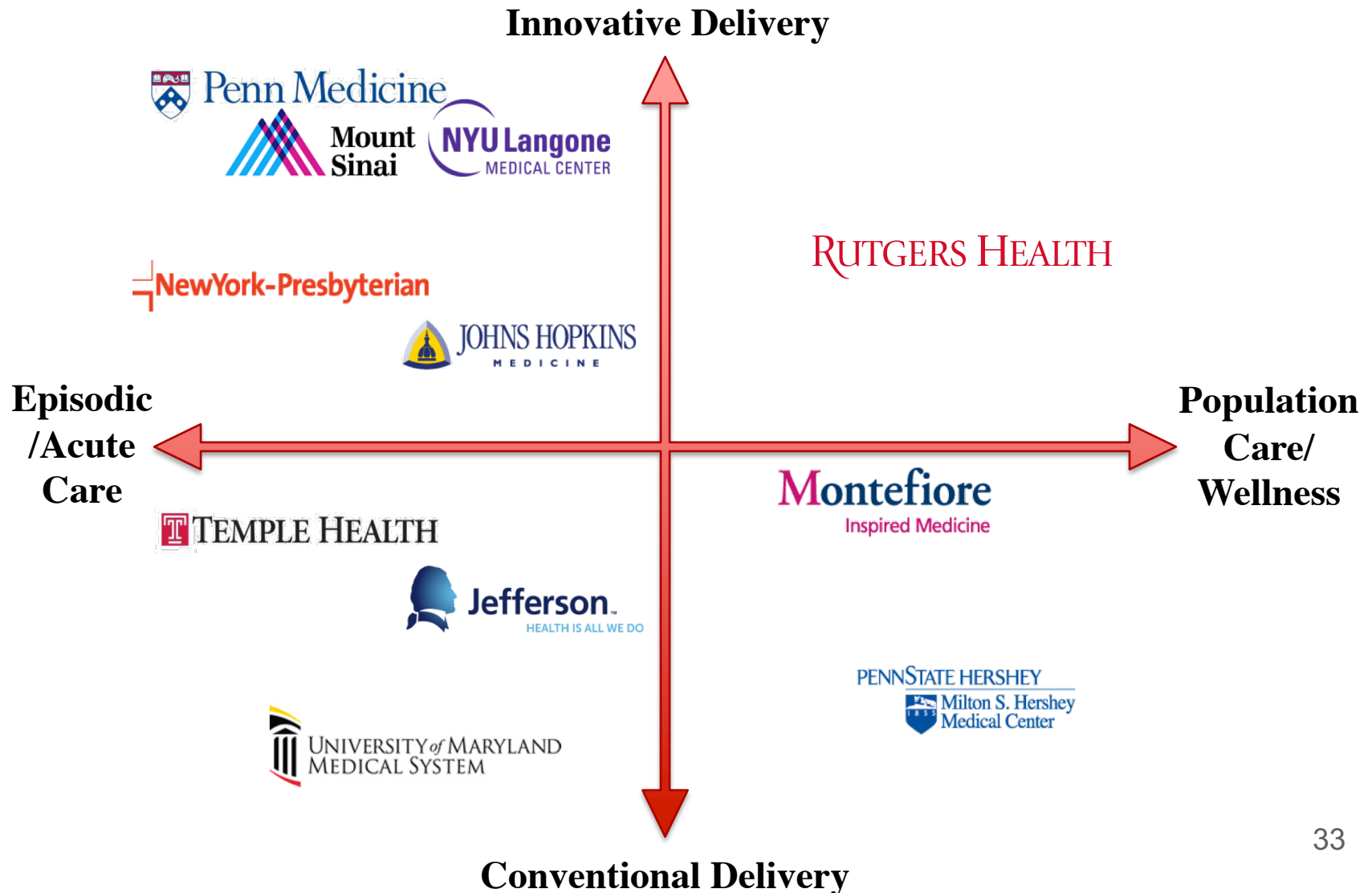
By 2018

50 % of Medicare reimbursement through alternative payment models
90% of all Medicare payment tied to quality or value

Organizational Model for Rutgers



Rutgers Health Group: Opportunity Matrix



Rutgers Health Locations Throughout New Jersey

Essex County

- New Jersey Medical School
- School of Dental Medicine
- School of Nursing
- School of Health Professions
- University Behavioral Health Care
- Cancer Institute of New Jersey (satellite)

Middlesex County

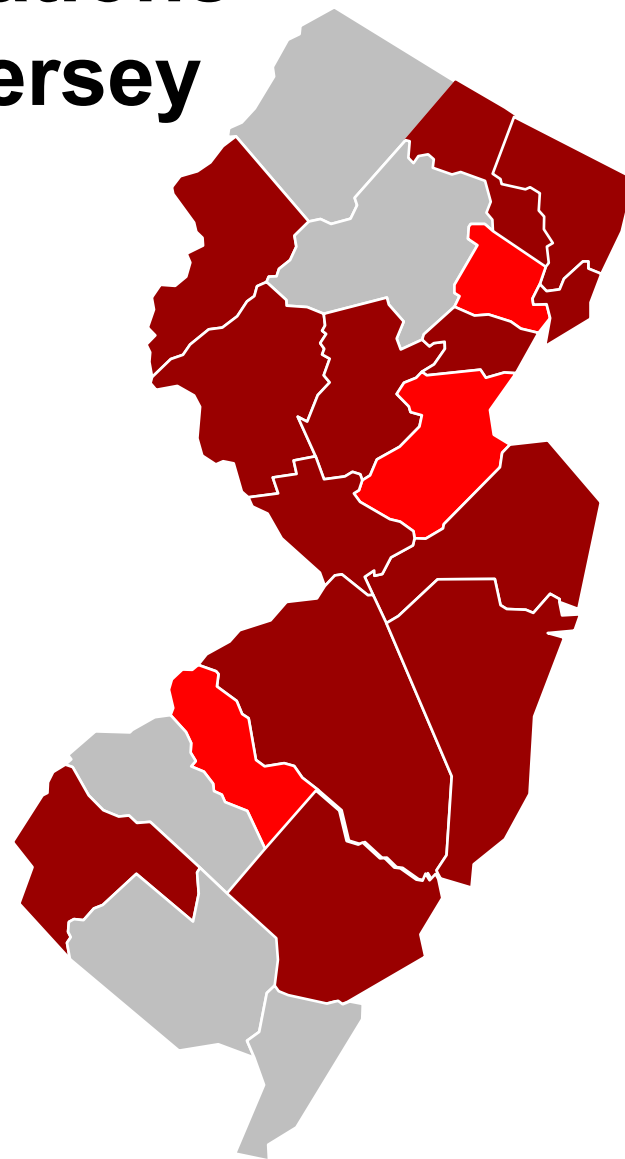
- Robert Wood Johnson Medical School
- School of Health Professions
- School of Nursing
- Ernest Mario School of Pharmacy
- School of Social Work
- Graduate School of Applied and Professional Psychiatry
- University Behavioral Health Care
- Cancer Institute of New Jersey

Camden County

- Rutgers Camden School of Nursing
- School of Nursing
- School of Health Professions

Rutgers Health

Over 1000 clinical providers located in 16 of the 21 New Jersey Counties and over 50 municipalities.



Note: Counties in bright red major clinical locations, counties in dark red host clinical care offices and other sites.

Clinical Partners – University Hospital

- University Hospital (UH) in Newark is designated teaching hospital of the Newark-based schools of RBHS by statute
- Formerly part of UMDNJ, but independent instrumentality of the State of New Jersey since 2013
- UH Board of Directors members include: Mary O'Dowd, Executive Director of Health Systems & Population Health Integration; RBHS Chancellor Brian Strom, NJMS Dean Robert Johnson, and RSDM Dean Cecile Feldman
- MAA maintains the relationship between the Newark-based schools and University Hospital



Clinical Partners – RWJBarnabas



- New Jersey's largest health care system and the state's largest private employer
- One of the largest health care systems in the United States
- \$5.3 billion revenues
- 283,000 inpatient visits; 2 million outpatient visits; 23,000 births
- 9,000 physicians, 1,000 residents & interns

Master Affiliation Agreement

- RBHS and RWJBarnabas Health signed a master affiliation agreement on July 24 ,2018
- Shared objective: to collaborate to form a world-class academic health center that functions as one system



Mutual Goals

- Develop a world-class academic health system
- Recruit leading academic, research, and clinical faculty
- Consolidate clinical services under RWJBH leadership, while respecting traditional academic reporting structure
- Dedicate collective resources to education, research, and health improvement to benefit patients, students, and all of New Jersey



Master Affiliation Agreement Highlights

- Transforming academic health care in New Jersey:
 - **\$100 million** initial investment, functions as endowment
 - **\$10 million** set aside to retain top students who remain with RWJBH/RU post-residency
 - **\$50 million**/year in fixed mission support
 - Variable mission support based on RWJBH financial success
 - Recruitment of approximately **100** new faculty investigators over 10 years - doubles RBHS research portfolio

Master Affiliation Agreement

- 20-year renewable term
- RWJBH, RBHS, and RHG remain separate institutions with their own employees and separate finances
- Maintains UH as principal teaching hospital for Newark based schools
- RWJBH to designate 3-4 seats for Rutgers on its governing board
- Rutgers will support the appointment of 1 RWJBH appointee to the Board of Governors (governed by NJ Statute)

Joint Committee

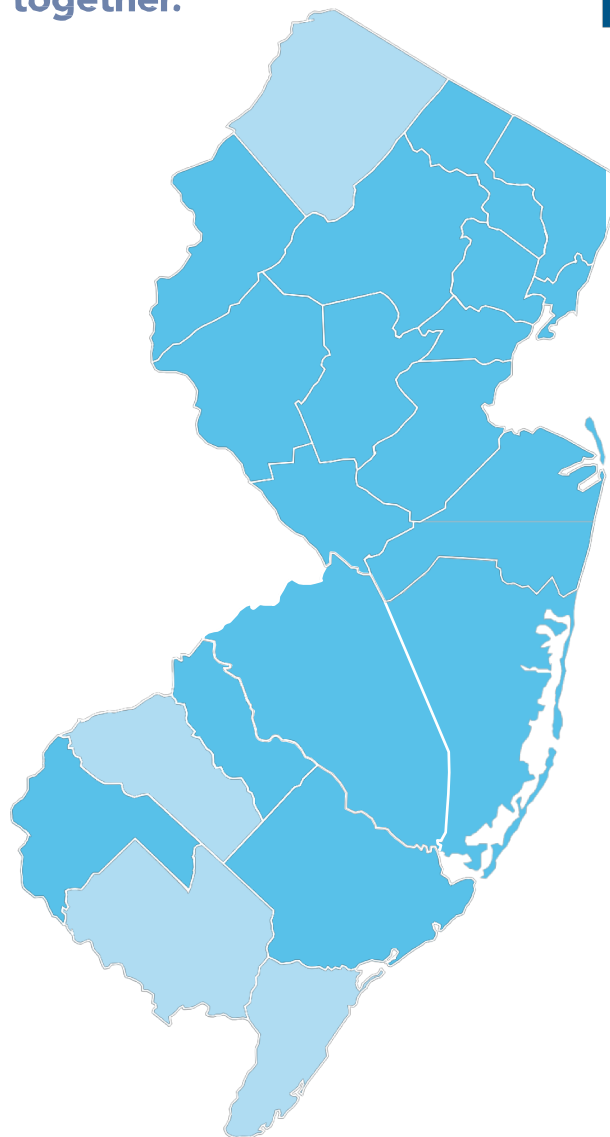
- A Joint Committee will facilitate aligned strategic planning and coordinate oversight of the Academic Health System
- Equal representation: RBHS Chancellor, RWJBH CEO, and up to 3 additional representatives from each side
- Advises on major business, strategic, and operational decisions

JC Subcommittees & Advisory Committees

1. Health Education Executive Council (HEEC)
 - a. Interprofessional Advisory Committee
 - b. Graduate Medical Education Committee
2. Research Committee
 - a. Clinical Research Advisory Committee
 - b. Translational Research Advisory Committee
3. Clinical Management & Operations Committee
 - a. RWJBarnabas Health – Rutgers Health Medical Group Strategic Advisory Council

**RWJBarnabas
Health and Rutgers
locations offer a
vast network of
clinical providers in
17 of New Jersey's
21 counties.***

* The dark areas of this map represent the combined geographic coverage of RWJBarnabas Health and Rutgers which have signed a Letter of Intent to partner





Lung and Colon Cancer Prevention

- Collaborative population health project to address two of the most common and deadly cancers in NJ launched in 2018
- \$6M program led by CINJ in partnership with the NJ DOH, primary care providers, health organizations
- Increase screening rates and decrease incidence/mortality with an emphasis on reducing disparities to:
 - Improve knowledge of screening recommendations
 - Increase rates of colorectal and lung screening
 - Enhance access to tobacco mitigation
- Increase collaborations and partnerships (local, regional & statewide)
- Facilitate access to confirmatory testing and care as required

Rutgers is a “Skin Smart” Campus

- Collaboration with the National Council on Skin Cancer Prevention
- CINJ advancing educational component and operations
- Indoor Tan-Free (no tanning facilities); education on skin cancer risk factors, causes, and prevention
- Sunscreen dispensers installed in student areas, across campuses



Rutgers Student Health Strategic Priorities

- Student Mental Health and Wellness:
 - Engaging with the Jed Foundation to evaluate and strengthen University-wide mental health, substance abuse and suicide prevention programming and systems
- Advance Immunization Portal/Shared Data:
 - Possible linkage of immunization compliance system with NJ immunization information system
- Enhance Communications/Outbreak Protocol:
 - Improve communications process especially in response to outbreaks or emergencies, such as bacterial meningitis outbreak

University-wide Flu Immunization Policy

- Rutgers Health revised the University Influenza Immunization Policy covering individuals and patient care areas
- Plans to limit opt-outs to approved medical and religious exemptions
- Focus on improved compliance and enforcement
- Part of a broader clinical policy alignment between RU and RWJBH



RU
READY FOR
FLU
SEASON?

Rutgers RWJBarnabas Rising Stars Program

Rising Stars Inaugural Class 2019

New Jersey Medical School

- Brad Chernock, Afif Hossain, Michael Song, Alexander Vlahos

Robert Wood Johnson Medical School

- Fernando Arias, Katherine Morgan, Chloe Phillips, Annie Truss

Attending RU/RWJBH Residency Programs in:

- General Surgery, Clinical Medicine/Surgery, Internal Medicine/Cardiology, Pathology, OB/GYN, & Family Medicine



Rutgers RWJBarnabas Rising Stars Program

Rising Stars 2020

- 74 applications received



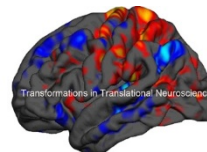
RBHS Internal Review Process

- RBHS conducts a formal review of every school, institute, and department every five years
- This ensures excellence in education and research, quality health care delivery, and engagement of the faculty in governance
- Also fulfills the renewal obligations for centers and institutes under University Policy
- An ad hoc faculty committee (including members of the RU Senate) oversees the review, selects external reviewers, arranges a site visit, and compiles a final report
- Reviews are prospective (not retrospective) and focus on the our efforts to be in the vanguard of AHCs nationally
- The process is designed to provide objective feedback on performance and goals, be collaborative and collegial, and instill confidence in the faculty

RBHS Internal Review Process (2)

Current RBHS Reviews Cycle:

- School of Health Professions
- Environmental & Occupational Health Sciences Institute
- Brain Health Institute



Structure of Academic Medicine at Rutgers University--Review Committee

- The departure of any leader provides a unique opportunity to review the structure, function, and strategy of any academic institution
- With RWJMS Dean Sherine Gabriel departing for Rush University in 2019, we were presented with an opportunity to assess fully the pros and cons of a wide range of options for medical education at Rutgers
- Requested nominations of faculty members from the: RBHS Faculty Council, RWJMS Faculty Council, and NJMS Faculty Organization

Interim Dean – RWJMS

- Robert L. Johnson, MD, FAAP appointed Interim Dean RWJMS effective January 11, 2019
- Professor of Pediatrics since 1976, founded Division of Adolescent and Young Adult Medicine, NJMS Dean since 2011
- Graduate of the NJMS predecessor CMDNJ in 1972
- Fellow of the Academy of Pediatrics and serves as Vice Chair of the Community Preventive Services Task Force at the Centers for Disease Control and Prevention
- Serving concurrently as the Sharon and Joseph L. Muscarelle Endowed Dean of NJMS



RUTGERS

Robert Wood Johnson
Medical School

Future of Academic Medicine Committee

- The Committee on the Future of Academic Medicine was announced in December, 2018 organized in January, 2019
- Empowered to explore the optimal level of integration between NJMS and RWJMS to best achieve our missions of and potential for greater national recognition and accomplishment
- Committee met and deliberated over the course of 2019
- Town hall meetings held on October 28th in Newark and October 30th in New Brunswick
- Committee meets with Chancellor Strom on January 21, 2020



Future of Academic Medicine Committee

- Committee Members
 - Thomas Hecker, PhD; Co-chair
 - Maria Soto-Greene, MD; Co-chair
 - XinQi Dong, MD, MPH
 - Celine Gelinas, PhD
 - Manuel Jimenez, MD, MS
 - Marc Klapholz, MD
 - Sangeeta Lamba, MD, MBBS
 - Chen Liu, MD, PhD
 - Archana Pradan, MD, MPH
 - Nikolaos Pyrsopoulos, MD, MBA
 - Laura Willett, MD
 - Teresa Wood, PhD
- Members in red text were recommended by the RBHS, NJMS, and/or RWJMS Faculty Councils

Future of Academic Medicine Committee

New Jersey Medical School and Robert Wood Johnson Medical School Faculty and Staff are invited to attend a

Faculty and Staff Meeting
Thursday, January 30, 2020

At this meeting Chancellor Strom and committee members will review and discuss
The Future of Academic Medicine Committee's report.

Newark

12:30pm-1:30pm

NJMS

Medical Science Building, MSB B552
185 South Orange Avenue, Newark

New Brunswick/Piscataway

4:30pm-5:30pm

RWJMS

Clinical Academic Building, CAB 1302
125 Paterson Street, New Brunswick

w/video to:

Research Tower, 675 Hoes Lane West, Piscataway
Dean's Conference Room

RBHS Faculty Development Initiatives

- Infrastructure:
 - Appointment of Bishr Omary, MD, SVCAAR
 - Appointment of regional provosts Jeff Carson & Pat Fitzgerald-Bocarsly
 - Appointment of VC for Faculty Development, M. Maral Mouradian, MD
 - Appointment of ED Faculty Affairs – Meredith Mullane
- Diversity & Inclusion Initiatives
 - Faculty recruitment initiatives – tenure & non-tenure track
 - Recruitment of a Vice Chancellor almost complete
- Support for faculty attending leadership programs
 - HERS, ELAM, Rutgers Leadership Academy, and the
 - Academic Leadership Academy at RBHS

Academic Leadership Program at RBHS

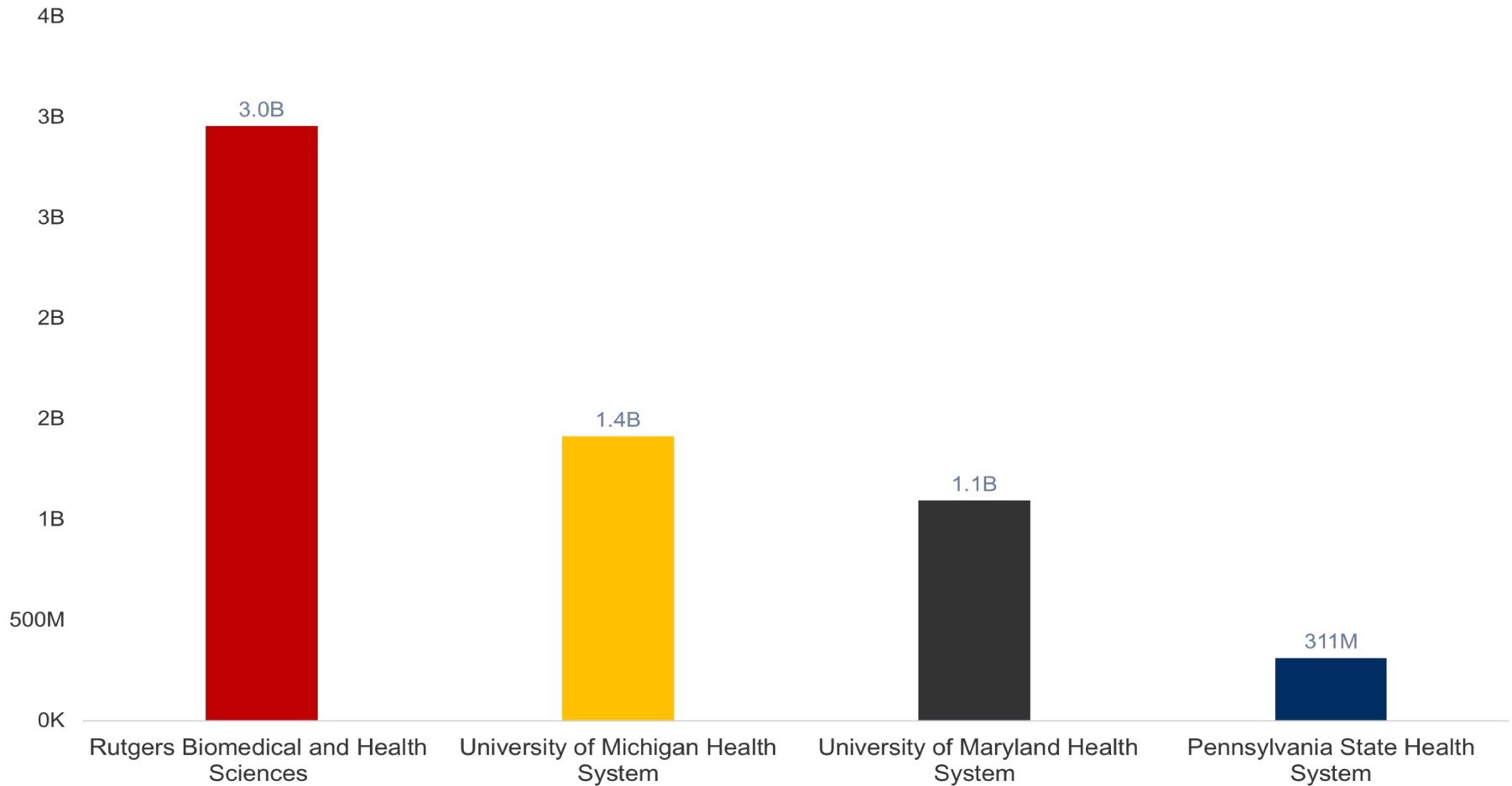
- A partnership in collaboration with the Rutgers Center for Organizational Leadership
- Focus on current RBHS department chairs and senior academic leaders
- A venue to develop leadership, management, communication and organizational capabilities with attention to current biomedical and health sciences challenges and opportunities
- In-person workshops and discussions co-facilitated by content experts from the Rutgers Center for Organizational Leadership and RBHS senior leaders
- First-year pilot program completed in 2019 with initial class of 27 fellows from across RBHS



ALP at RBHS - 2019-2020 Fellows

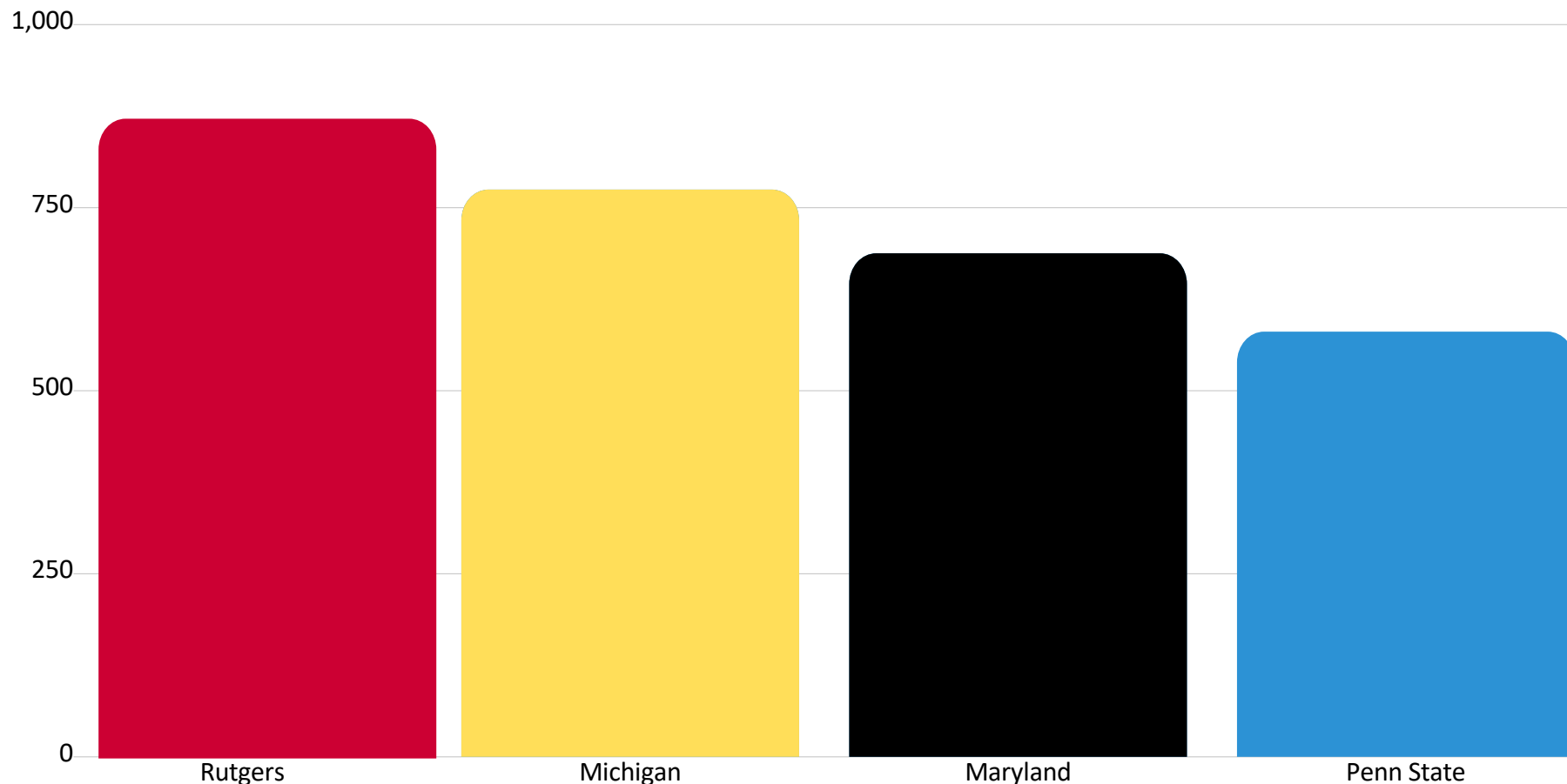
- Nora Barrett, MSW, LCSW - SHP
- Janice Cato-Varlack, MD - RWJMS
- David Cohen, MD - RWJMS
- Peter Duda, DMD - SDM
- Donna Feudo, BS Pharm, RPH – EMSOP
- Maureen Gang, MD – NJMS
- Carol Goldin, PhD - EMSOP
- Judith Graber, MS, PhD – SPH
- Sandra Kaplan, PT, DPT, PhD - SHP
- David Kietrys, PT, PhD - SHP
- Nancy Kirsch, PT, DPT, PhD – SHP
- Teri Lassiter, PhD, MPH - SPH
- Laura Liang, MPH, DrPH – SPH
- Jeannette Manchester, MSN, DNP - SON
- Tina Mayer, MD – RWJMS
- Matthew McQuillan, MS, PA-C - SHP
- Joseph Milestone, Esq . - OGC
- Iona Monteiro, MD – NJMS
- Herminio Perez, DMD, MBA - SDM
- Valerie Rico, DMD - SDM
- Pamela Rothpletz-Puglia, EdD – SHP
- Noa’a Shimoni, MD, MPH - NJMS
- George Tewfik, MD, MBA – NJMS
- Charlotte Thomas- Hawkins, PhD, RN – SON
- Vincent Tsiagbe – SDM
- Rory Ulloque, MD, MS – RWJMS
- Timothy Wu, MD - NJMS

Competitor Overview – December 2019



Share of voice breakdown by reach for RBHS and Health Sciences and its competitors (December, 2019)

Potential Reach - Competitor Overview 2019



Averaged insight into the number (millions) of potential media viewers that have been exposed to RBHS and competitors for calendar year 2019

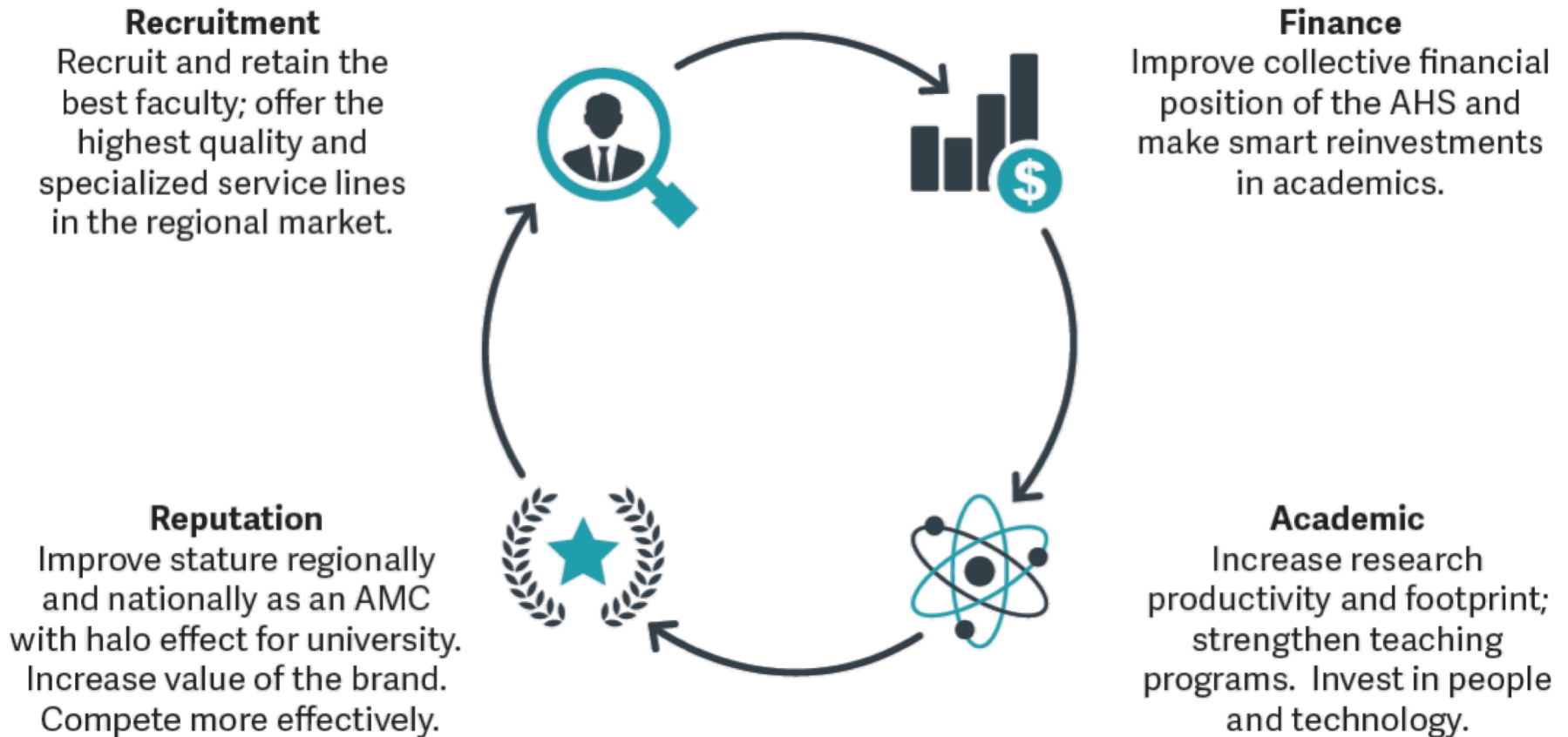
RBHS: Report to the University Senate

- RBHS: Our Six-Year Journey
- **Goals – 2020**

FY 2020 Goals

- Implement RWJBH MAA, completing remaining agreements
- Complete comprehensive review process for future of medical schools at Rutgers University
- Implement RBHS capital plan
- Continue to increase the number of NIH submissions/awards
- Continue to recruit tenure track investigators in signature and complimentary areas
- Complete contract negotiations with AAUP-BHSNJ, etc.
- Review of research cores
- Begin to update RBHS Strategic Plan

The Virtuous Cycle



Our Shared Goal

To build one of the best academic health centers in the country, with an emphasis on **one**.



RUTGERS

BIOMEDICAL AND
HEALTH SCIENCES