



RUTGERS
BIOMEDICAL AND
HEALTH SCIENCES

The Future of Academic Medicine Rutgers University Senate Executive Committee

Brian L. Strom, MD, MPH

Chancellor Rutgers Biomedical & Health Sciences

Executive Vice President for Health Affairs

Friday, February 7, 2020

Rutgers, The State University of New Jersey

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

My Goal as RBHS Chancellor

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



Future of Academic Medicine 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
- The Committee on the Future of Academic Medicine was announced in December, 2018 organized in January, 2019

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



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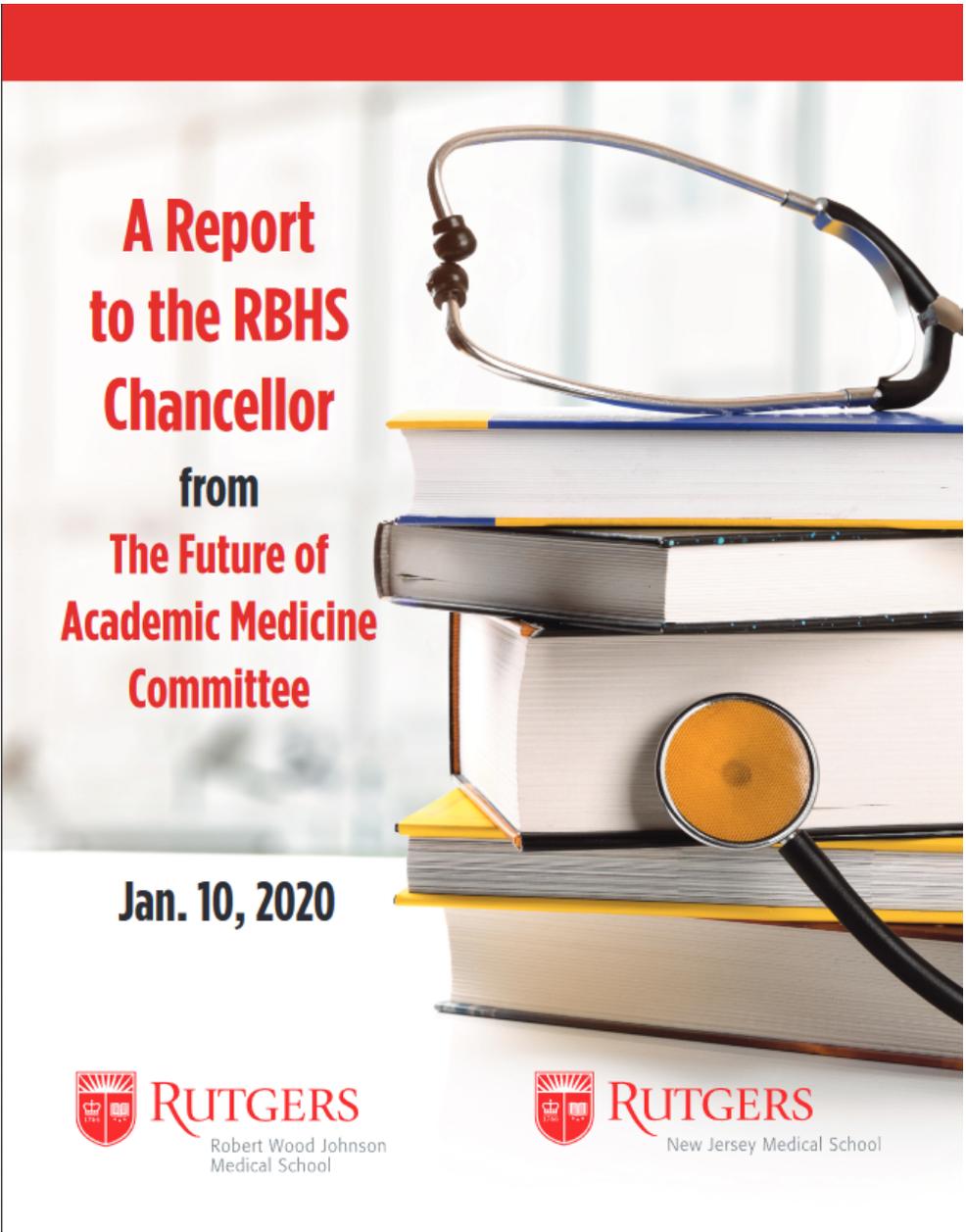
Robert Wood Johnson
Medical School

Future of Academic Medicine Committee

- 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
- Only unacceptable model: 1 campus satellite to other
- 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 met with Chancellor Strom on January 21, 2020 to deliver report

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 Pysopoulos, MD, MBA
 - Laura Willett, MD
 - Teresa Wood, PhD
- Members in red text were recommended by the respective RBHS, NJMS, and/or RWJMS faculty council/organization



**A Report
to the RBHS
Chancellor**
from
**The Future of
Academic Medicine
Committee**

Jan. 10, 2020

Future of Academic
Medicine Committee
Report link distributed
to NJMS and RWJMS
faculty and staff on
Tuesday, January 28,
2020:

<https://interactivepdf.uniflip.com/2/33892/1109614/pub/html5.html#page/1>

Committee Signature Page

Thomas Hecker, PhD; Co-chair: Thomas Hecker

Maria L. Soto-Greene, MD, MS-HPEd, FACP; Co-chair: Maria L. Soto-Greene, MD

XinQi Dong, MD, MPH: XinQi Dong

Céline Gélinas, PhD: Céline Gélinas

Manuel Jimenez, MD, MS: Manuel Jimenez

Marc Klapholz, MD, MBA, FACC, FSAI: Marc Klapholz

Sangeeta Lamba, MD, MS-HPEd: Sangeeta Lamba

Chen Liu, MD, PhD: Chen Liu

Archana Pradhan, MD, MPH: Archana Pradhan

Nikolaos Pyrsopoulos, MD, MBA: Nikolaos Pyrsopoulos

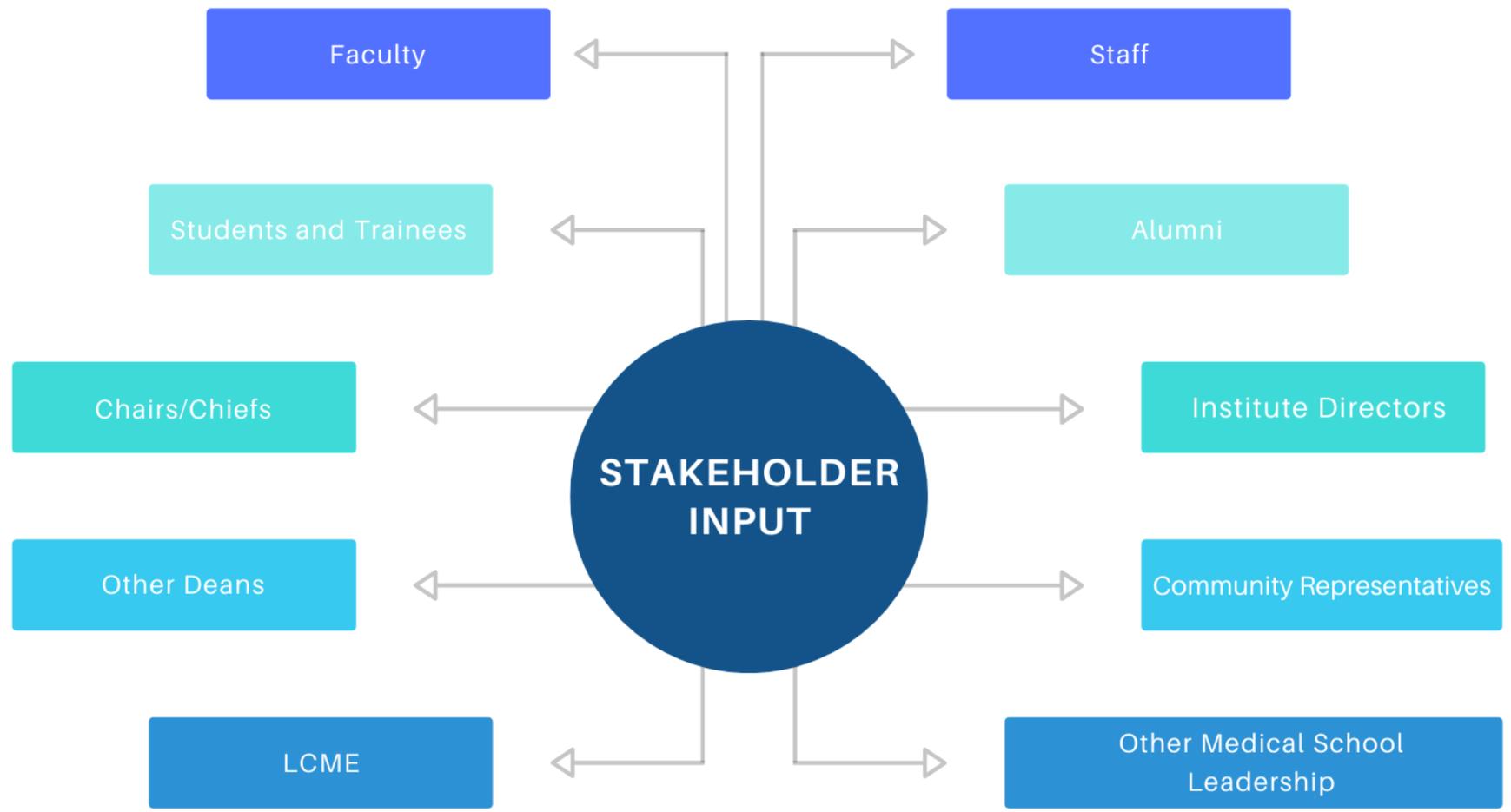
Laura Willett, MD, FACP: Laura Willett

Teresa Wood, PhD: Teresa Wood

The Committee Process



Wide Range of Viewpoints Solicited



A Specific Focus

- Primary focus of the Committee's review was on **Undergraduate Medical Education and Research**
 - Despite importance of Graduate Medical Education (GME), the committee did not explore this area since the future organization and home for GME has been determined (RBHS) and consolidation is under way. Only looked at GME in relation to the extent it would impact UME.
 - Given the affiliation of RWJBarnabas Health (RWJBH) and Rutgers and the planned re-alignment of clinical care through RWJBH management – begun in July 2019 at RWJMS and planned for July 2020 at NJMS – the clinical mission also was not a primary focus of the Committee's efforts, unless specific issues had bearing on the key questions under review.



Concerns Expressed by Stakeholders

- Fear of losing “identity” and different cultures of the two schools
- Need to build stronger sense of community, rather than competition between the two schools
- Many major changes occurring at the same time—too much at once?
- Logistical issues
- Need for clear and frequent communication about the changes
- Continue to seek feedback on any recommendations



Models/Options Explored

- **Regional campus** – *REJECTED*
- **Status Quo** – remaining separate, but strengthened through further collaboration and alignment between the schools
- **One combined school with co-equal campuses**



Current Areas of Cooperation/Alignment

- One dean for both schools with executive vice deans
- Basic sciences organized under one School of Graduate Studies
- Joint chairs in neurology, neurosurgery, pathology, radiation oncology
- Continuing Medical Education
- Rutgers Health
- Graduate Medical Education (in process)
- Research initiatives – e.g. CTSA

“Low-Hanging Fruit”

- Reducing program redundancy
- Adopting common pre-clerkship curriculum
- Holistic review of clinical rotations to provide greater flexibility and better facilitate transition into residency and fellowships
- Strategic plan alignment
- Increased use of technology to broadcast lectures while providing on-site small-group discussion
- Dedicate resources for training of volunteer faculty to create greater teaching expertise
- Expansion of Rising Star Program to help address student indebtedness and retention of very best trainees



Other “Low Hanging Fruit”?

- Unified DUNS Number
- MD/PhD Program alignment
- Facilitation of NJMS/RWJMS students taking courses, elective, rotations at the other campus
- Others?

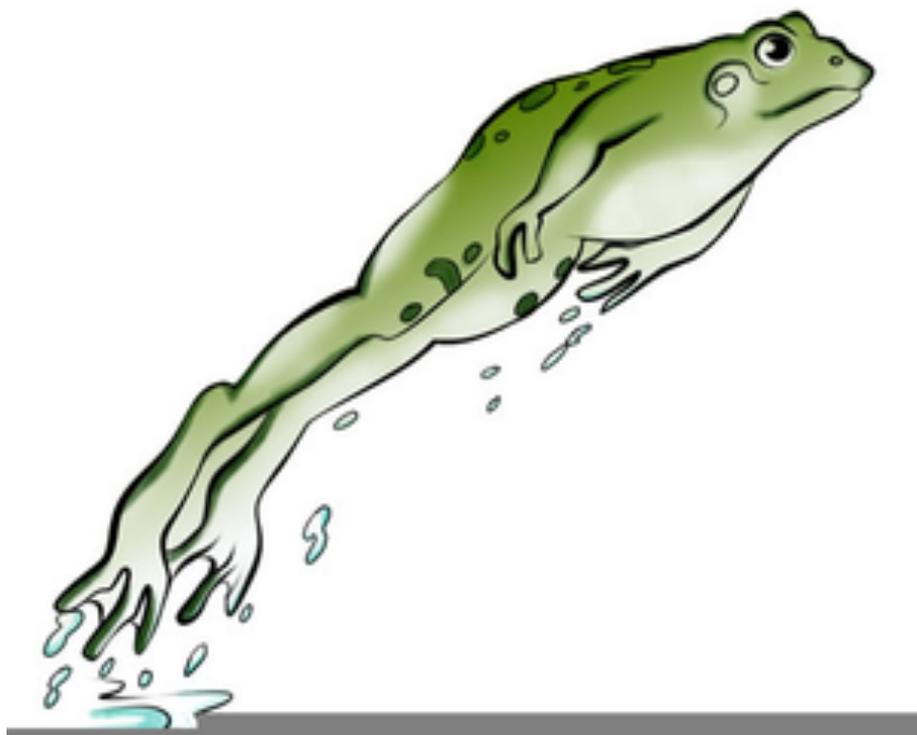


Challenges and Opportunities for Co-Equal Campus Model

- Development of strong brand and clear vision
- Sharing opportunities for students
- Faculty and staff morale
- Community reaction/receptiveness
- Rankings (esp re: NIH funding)
- Match rate
- Curriculum differences
- Alignment of admissions processes
- Financial support and resources
- Infrastructure issues
- LCME accreditation as a single school

Key Ingredients for Success

- 
- A silhouette of a person standing on a rocky peak, with their arms raised in a celebratory gesture. The background is a vast, hazy mountain range under a soft, colorful sky, suggesting a sunrise or sunset.
- Must be **bold, transformational** change
 - Rutgers must make a **significant investment** in both schools
 - Cooperation and collaboration needed **at every level**



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“Adding wings to caterpillars does not create butterflies -- it creates awkward and dysfunctional caterpillars. Butterflies are created through transformation.” Stephanie Pace Marshall

An Optimal Outcome

- A single, accredited, and unified medical school on two co-equal campuses that is best able to meet the needs of our students, faculty, staff, patients, and future generations
- Embodies a bold and transformational vision of the future of medical education, research, and patient care
- Builds on the strengths of both schools - no diminishment in size, scope, or scale and respects the local culture of both campuses
- Creates a blueprint for smart growth on both campuses – no reduction in size, faculty, staff
- Enroll a diverse body of students, train high performing residents, and retain the best physicians and scientists for New Jersey
- Leapfrogs Rutgers ahead of the competition in reputation, rankings, and national stature
- Stronger links to people of Newark and New Brunswick, best able to meet the needs of our communities and improve health

Key Message

- A final decision has NOT yet been made—that is made by the LCME
- This is a unique opportunity to bring Rutgers Medicine to the forefront of the country
- Next step is to continue the process, following the guidelines of the FAM Committee, with explicit recognition that the process can still be terminated at any point

Next Steps

- Report to the Rutgers University Senate Executive Committee on February 7, 2020
- Formation of committees to evaluate the following key areas through calendar year 2020:
 - Steering, Mission, and Vision
 - Education: Curriculum and Admissions
 - Budget, Finance, and Administration
 - Research
 - Technology and Infrastructure
 - Patient Care
 - Community Service
 - Others?

Our Shared Goal

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



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