



# Report to the University Senate February 18, 2022



RUTGERS  
BIOMEDICAL AND  
HEALTH SCIENCES



# RBHS Report to the University Senate

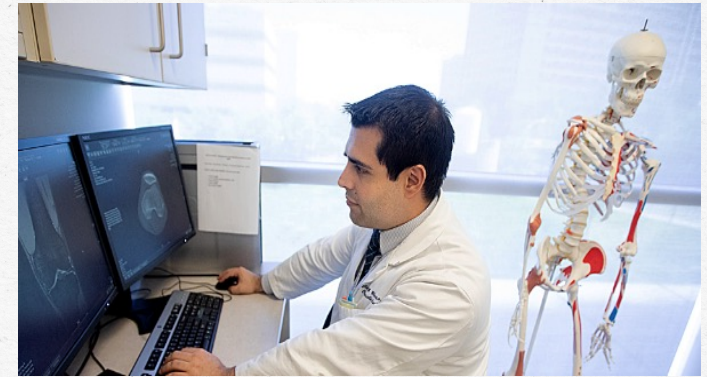
- Background/Reminder
- Progress Report
- Strategic Planning Update
- COVID-19 Update



# RBHS – At a Glance

RBHS has approximately:

- 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
- 8,200 staff (including house staff)
- 7,900 students
- 49 buildings
- 6.3 million gross sq. ft./137 acres
- \$1.8 billion annual budget





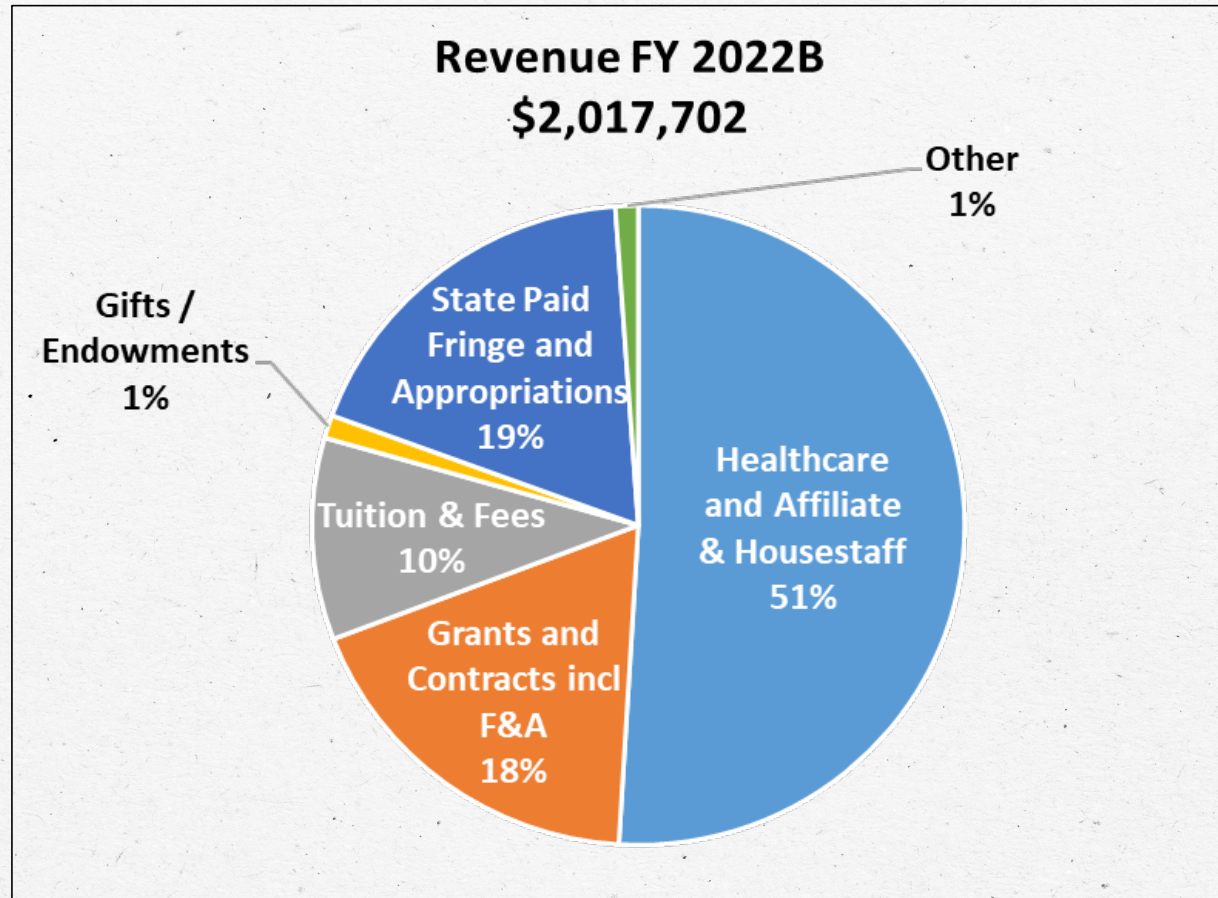


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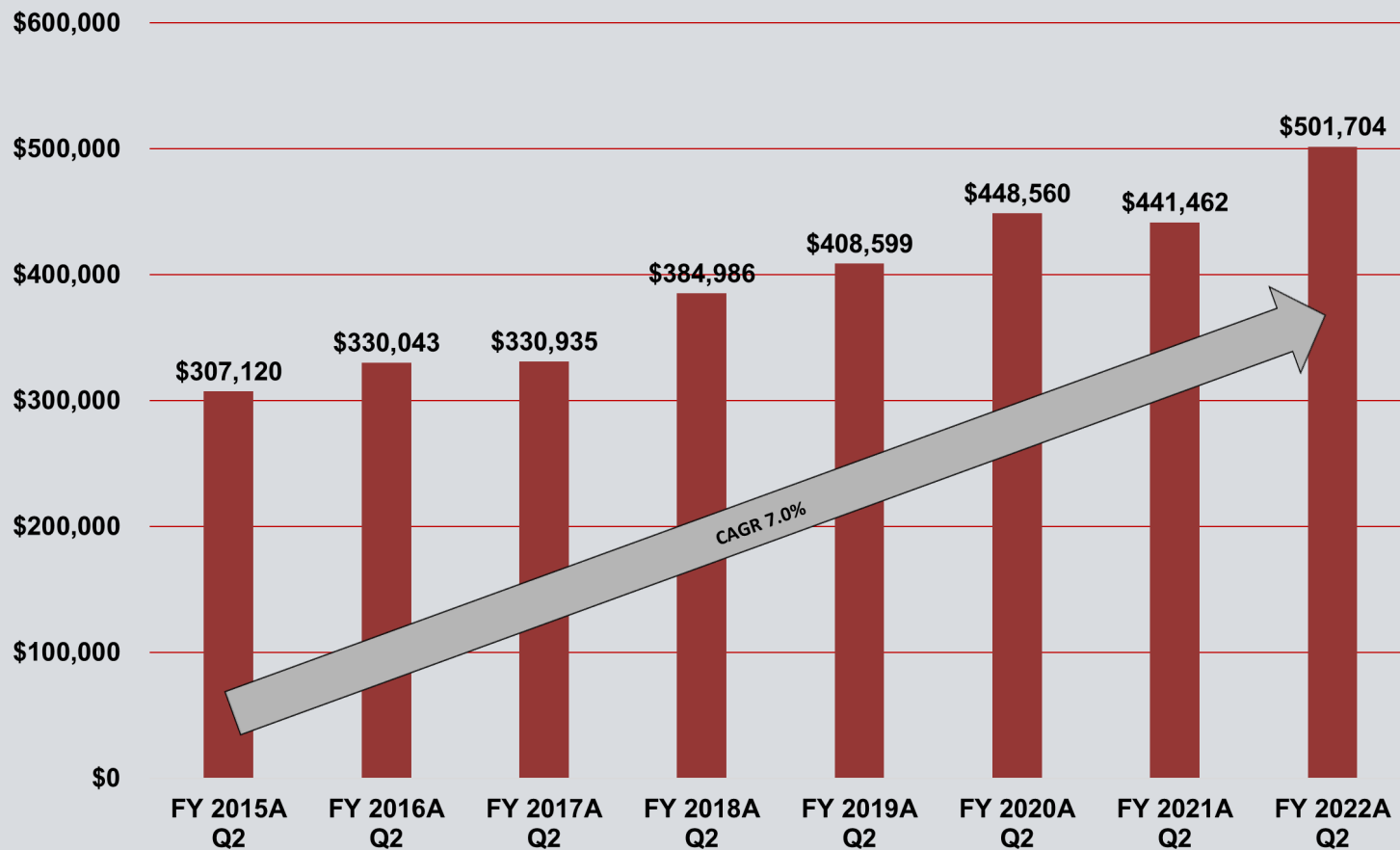


## RBHS – Financial Performance – Revenue FY 2022B (000's)



Draft: Unaudited Financials for discussion purposes only

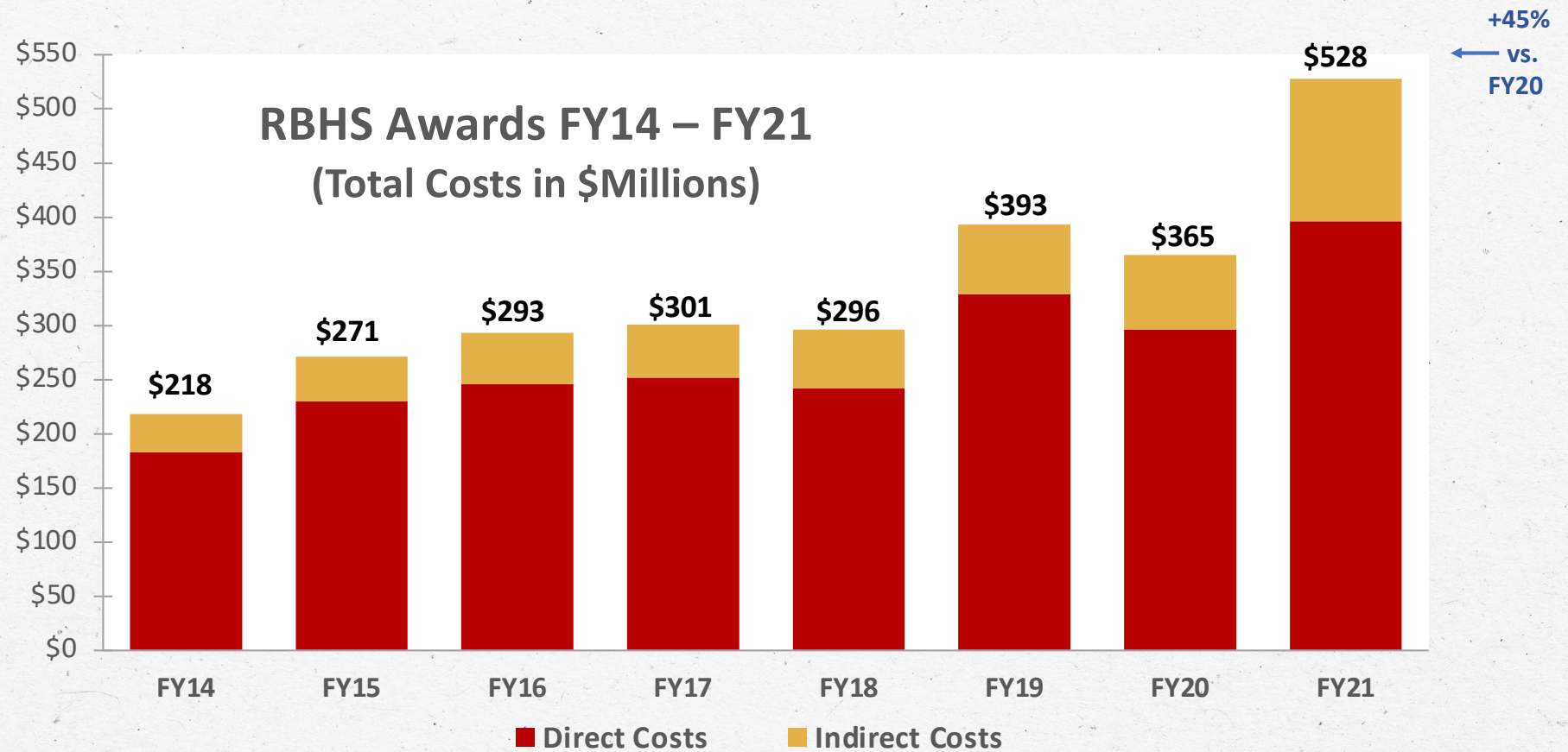
## RBHS Healthcare, Affiliated and House Staff Revenue - Q2 (000's)



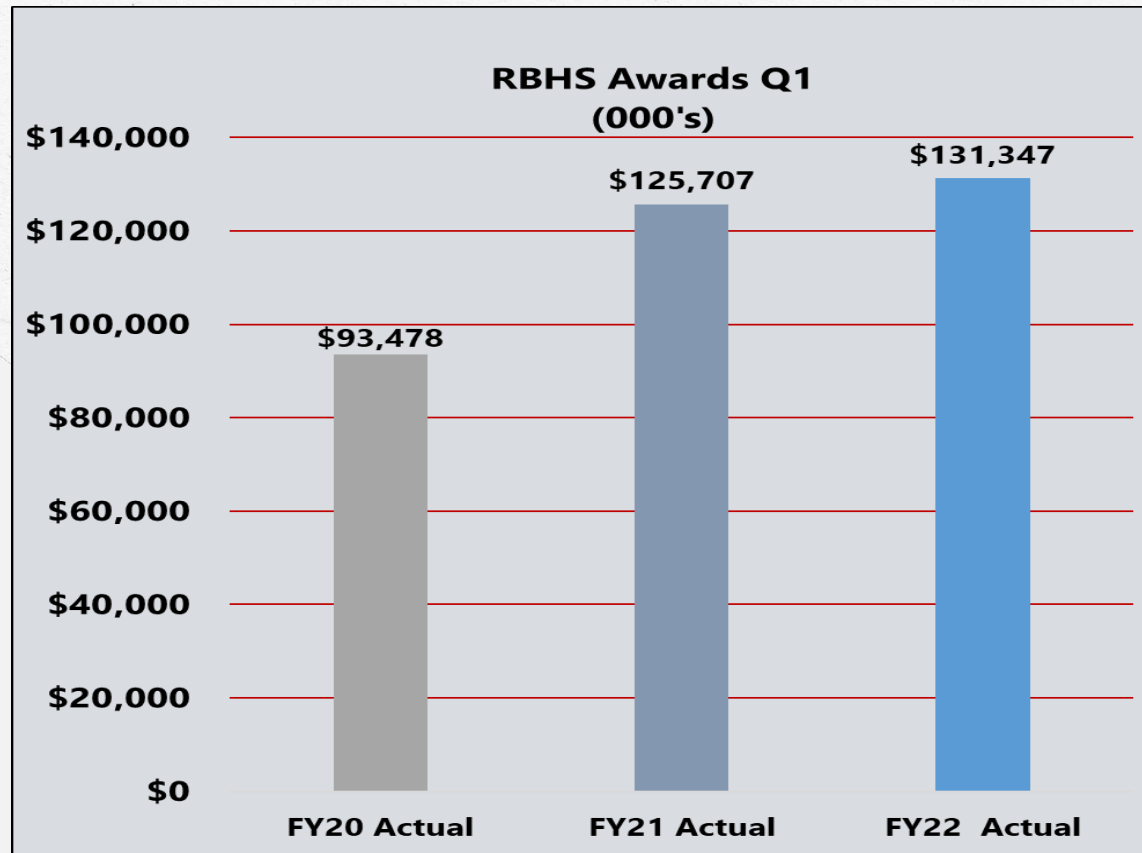
Draft: Unaudited Financials for discussion purposes only



# RBHS Awards



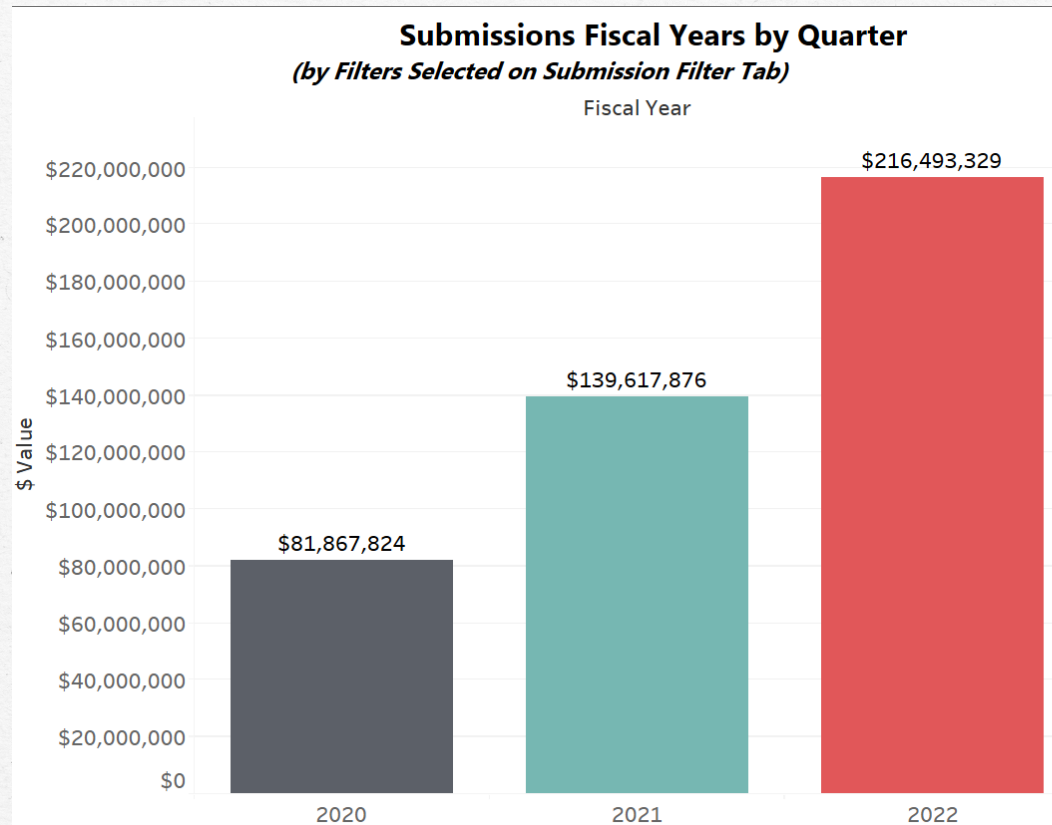
**YTD Awards for the 1st quarter FY22 were \$131.3 million or 4% higher than last year**



Draft: Unaudited Financials for discussion purposes only



# RBHS Submissions – Q1 Comparisons



# Honorific Societies – New AAAS Members

- The American Association for the Advancement of Science (AAAS) welcomed 12 new fellows from Rutgers University
- 6 RBHS faculty members were elected fellows including:
  - Emanuel DiCicco-Bloom, Professor, RWJMS - Neuroscience
  - Cecile Feldman, Professor & Dean, RSDM
  - Patricia Fitzgerald-Bocarsly, Provost & Professor, NJMS - Pathology & Lab Medicine
  - William Gause, Sr. Assoc. Dean and Professor, NJMS - Immunity & Inflammation
  - Margaret Marsh, Rutgers Camden & IFH Member - History
  - Renping Zhou, Garbe Chair in Cancer Research, EMSOP – Chemical Biology







# **Rutgers RWJBarnabas Rising Stars Program**

## **Rising Stars Class of 2022**

### **New Jersey Medical School:**

- Salma Ahsanuddin, Katherine Briski, Joshua Caldwell, Angelika Drozd, Adam Fano, Mishel Figueroa, Sean Haimowitz, Kunj Jain, Alex Lin, Chaden Nouredine, Kristin Riddle, Yash Shad

### **Robert Wood Johnson Medical School:**

- Alejandra Bolanos-Delgado, Vanessa Cedarbaum, Allison Liang, Shane Neibart, Marlena Sabatino, Sally Tarabey, Amir Tawfik, Seiichi Villalona

### **Specialties Include:**

- Diagnostic Radiology, Internal Medicine, Family Medicine, Neurosurgery, OBGYN, Ophthalmology, Orthopedic Surgery, Otolaryngology, Pediatrics, Plastic & Reconstructive Surgery, Psychiatry, Radiation Oncology, Surgery, Urology



# RWJMS Dean Search Update

- The RWJMS Dean Search Committee was convened in July of 2021,
- The Search Committee reported out a pool of 7 outstanding, diverse, and interested candidates following the first round of interviews
- Of the 7 initial candidates, 6 have completed their first on campus interviews and visit (the seventh candidate accepted a dean position elsewhere)
- The second round of campus visits will conclude this month



**RUTGERS**

Robert Wood Johnson  
Medical School





# RBHS Physical Master Plan

Current capital planning and construction initiatives include:

- RWJBH Morris Cancer Pavilion
- Brandt Behavioral Health Center & Residence
- New Brunswick Academic Buildings
- NJMS Medical Science Building Renovation
- “New” University Hospital-Newark





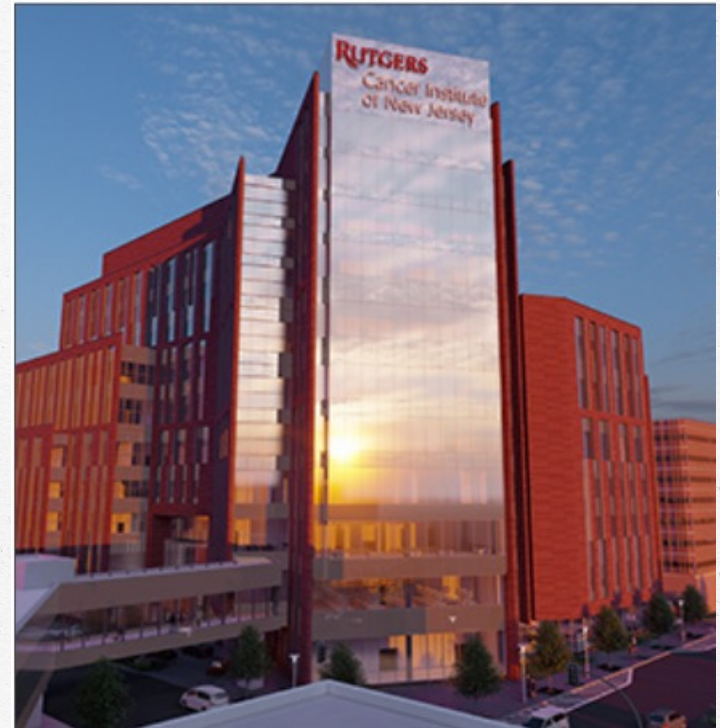
# Cancer Pavilion – New Brunswick

- 11-story 519,000 square foot state-of-the-art cancer pavilion
- Will include New Jersey's first free-standing cancer hospital, outpatient care, research facilities, and administrative space
  - 84 infusion bays, 74 exam rooms, 96 beds
- Provides 1000 construction jobs and 600 future employees





# Cancer Pavilion – New Brunswick





# Brandt Center Groundbreaking

- On October 14, Rutgers broke ground on the Brandt Behavioral Health Treatment Center and Residence (UBHC and GSAPP) on Cook/Douglas Campus
- With a generous donation of \$30M from Rutgers Alumna Marlene Brandt, the new facility will provide comprehensive mental health care and support using a holistic approach for young adults with behavioral health disorders including 220 residential participants and 1500 outpatients







# NJ Innovation and Technology HUB

- Core partners: Rutgers, RWJBarnabas Health, NJEDA, Devco, Princeton, Choose NJ, and Hackensack Meridian
- Innovation Center for research, entrepreneurs, and startups plus office space for partners and tenants
- Features 2 new buildings for RWJMS: **Translational Research Facility** and **New Academic Building**
- The new building will unite currently disparate components of RWJMS based separately in NB and Piscataway into one location for optimized student educational and clinical experiences
- Vacated space in Piscataway will be available for expansion of other RBHS schools and units



# NJ Innovation and Technology HUB





# RBHS Newark Physical Master Plan

Current capital planning and construction initiatives for the RBHS Newark Campus include:

- NJMS Medical Science Building Renovation
- “New” University Hospital-Newark





# Deferred Maintenance



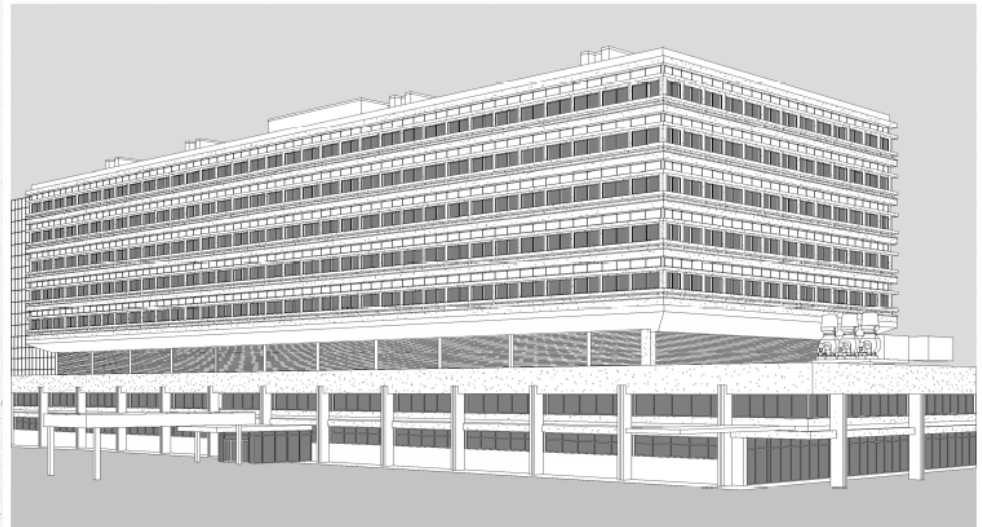
Water damage and chronic leaks into office space, laboratories, and clinical spaces and ad hoc countermeasures to maintain essential mission functions of NJMS including research, education, and clinical care.



# Medical Science Building (MSB) Renovation

## Project Goals:

- Replace and upgrade entire building infrastructure (historically the largest RU renovation project undertaken)
- Construct state-of-the-art laboratories
- Modernize and expand medical school teaching and student support spaces
- Reconfigure building entrances and update public/community spaces





# Medical Science Building Renovation





# “New University Hospital”

- State and local leaders have endorsed construction of a new University Hospital facility
- FY22 State Budget included a \$500,000 line item for planning for a new building to replace the existing aging structure
- UH has awarded a contract to Gensler to develop a “Master Facility Plan”
- A Steering Committee, with RU participation, met this month to kickoff project



Source: <https://www.njspotlight.com/video/newark-needs-new-hospital-officials-say-one-year-after-first-covid-19-wave-peaked/>

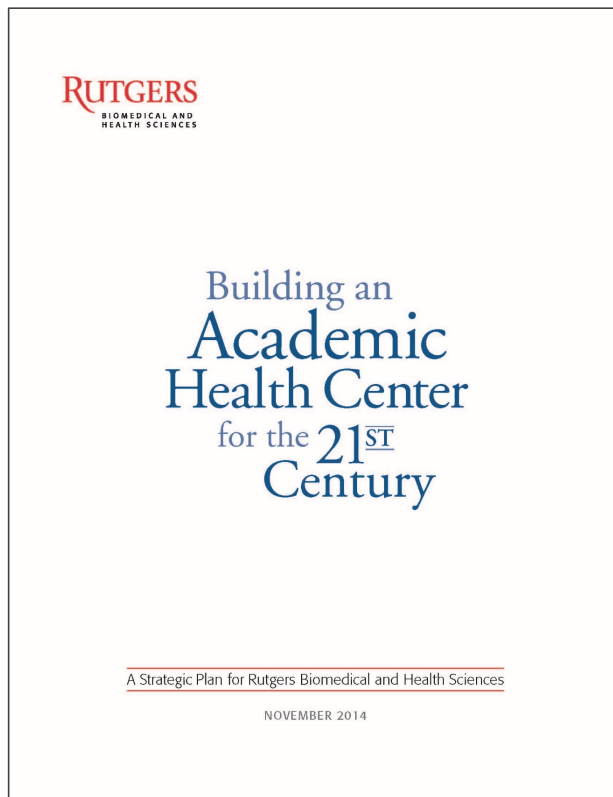




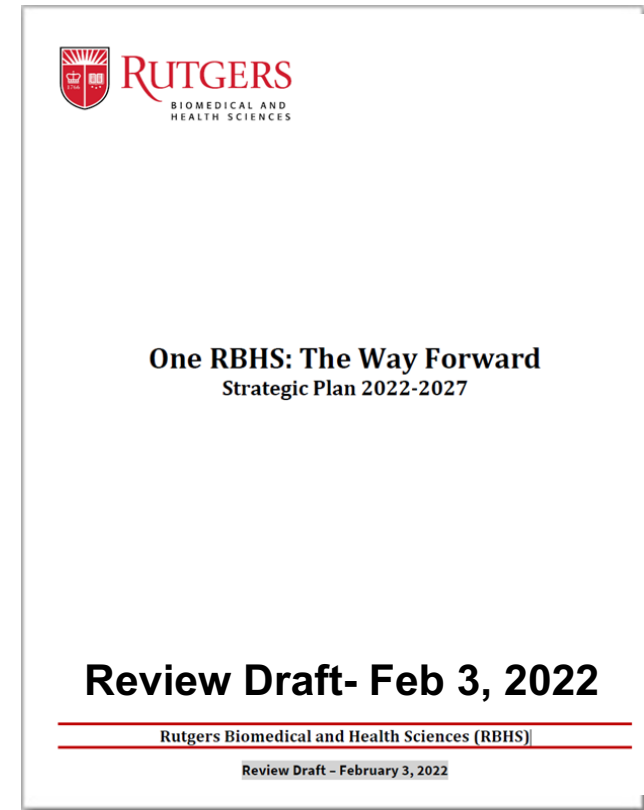
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**November 2014****Feb/March 2022 Launch**

1. Overview of the 2014 plan
2. Review of the 2022 plan
3. Interface with RWJUH plan
4. Implementation



## RBHS Key Initiatives: Strategic Plan (2014 – 2019/2021)



### SIGNATURE PROGRAMS

- Cancer
- Environmental and Occupational Health
- Infection and Inflammation
- Neuroscience
- Community Health/Health Systems (emerging)



### COMPLEMENTARY PROGRAMS

- Clinical Research
- Drug Discovery and Development
- Informatics
- Public Health (including Global Health)



### EDUCATIONAL INITIATIVES

- Novel Approaches to Teaching
- Interprofessional Education
- Undergraduate Health-Related Education
- Underrepresented Minority Pipeline Programs
- Leadership Training
- Joint Degree Programs
- Professional and Continuing Education



### COMMUNITY SERVICE ACTIVITIES

- Included in signature, educational & clinical initiatives



### CLINICAL INITIATIVES

- Branding
- Clinical Partnerships
- Accountable Care Organization
- Patient Access Initiatives



### INTEGRATION AMONG SCHOOLS AND ACROSS RUTGERS

- Nursing Merger
- Joint Clinical Chairs
- Design Multi-Professional Faculty Practice of Future
- Reorganize/Strengthen PhD Biomedical Sci Programs
- Reorganizing the Basic Sciences across Rutgers
- Roles of Centers and Institutes
- Additional Integrative Activities



### OTHER ENABLING STRUCTURES

- Advancing Institutional Stature
- Faculty Development
- Facilities



### FINANCIAL AND DEVELOPMENT STRATEGIES

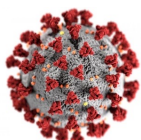
- Administrative Challenges
- Financial Improvement



### RBHS Key Outcomes: Strategic Plan (2014 – 2021) [Appendices B, C]

#### SIGNATURE PROGRAMS

- Center Grants
- Pandemic Response



#### COMPLEMENTARY PROGRAMS

- Clinical and Translational Science Award (CTSA)
- Research Evaluation And Commercialization Hub (REACH) Award



#### EDUCATIONAL INITIATIVES



#### COMMUNITY SERVICE ACTIVITIES



Eric B. Chandler Health Center

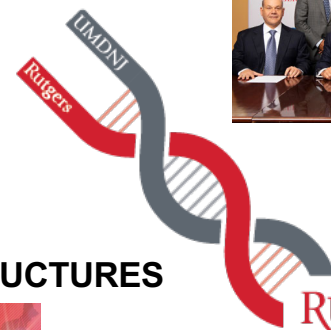
#### CLINICAL INITIATIVES

- Branding
- Clinical Partnerships
- Accountable Care Organization
- Patient Access Initiatives



#### INTEGRATION

- Nursing
- Joint Chairs
- Biomedical Sciences



#### OTHER ENABLING STRUCTURES



#### FINANCIAL AND DEVELOPMENT STRATEGIES



## Overarching Themes

### **Subcommittee Themes\***

- Administration, Infrastructure, and Technology
- Brand, Identity, and Reputation
- Clinical
- Community Engagement
- Culture, Institutional Environment, Morale, and Well-Being
- Diversity, Equity, and Inclusion
- Education
- Research

### **Cross-Cutting Areas\***

- Partnerships
- Faculty Recruitment and Retention; Staff Recognition
- Student Experience
- Finances and Fundraising
- Knowledge and Information Management

**\*Identified at February 2020 RBHS Leadership Retreat**

### **RBHS Mission Areas**

- Clinical Care
- Education
- Research
- Community Service

### **President Holloway's Vision/ Guiding Values**

- Beloved Community
- Academic Excellence
- Strategic Clarity



## Internal and External Stakeholder and Partner Engagement

- Faculty, staff, students and trainees participated in subcommittees
- Website for information updates and feedback from RBHS Community  
<https://academichealth.rutgers.edu/strategic-plan>
- SPSC meetings with Rutgers/RBHS leadership and other stakeholders including RWJBarnabas Health, UH, NJ DOH, Community Organizations, Outside Univ
- Multiple subcommittee meetings with multiple partners
- Virtual town halls: November–December 2020 and November 2021 (3 each)
- Worked with external group (ECG Management Consultants) for comparative analysis of health sciences universities
- RBHS Community-wide Survey [February 11–21, 2021 (1,326 respondents)]



**Mission** To serve New Jersey and the nation as the leading inclusive organization that provides compassionate health care, education and training, research and innovation, and community engagement.

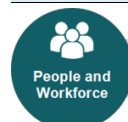
**Vision** To be a national model academic health center known for healthcare access and quality, and as a destination for advancing discovery and team-based, interprofessional education.

**Values** RBHS fosters and values respect, collaboration, inclusion, excellence, innovation and accountability in all that we do.

Foundation



### Unifying Theme ("U") Goals



People and  
Workforce

**Goal U1:** Grow and support an exceptional, compassionate, and diverse workforce



Inclusive,  
Respectful and  
Accountable  
Culture

**Goal U2:** Foster a culture of respect that prioritizes inclusion and accountability



Team-based  
Approaches

**Goal U3:** Emphasize team-based and partnership approaches across all mission areas



Enabling  
Systems and  
Structures

**Goal U4:** Increase the effectiveness of enabling systems, structures, processes



Connections  
and Identity

**Goal U5:** Develop and promote a shared "One RBHS" identity

### Mission-Based ("M") Goals



Clinical  
Care

**Goal M1:** Actualize interprofessional synergies to optimize clinical care and the patient experience



Education  
and Training

**Goal M2:** Educate, train, and prepare a diverse New Jersey biomedical and health sciences workforce



Research and  
Innovation

**Goal M3:** Build on RBHS strengths and opportunities to accelerate discovery and innovation



Community  
Engagement

**Goal M4:** Engage meaningfully with local and global communities

## Strategy



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**THANK YOU!**

## Recommended Reading

- Poignant and powerful opinion piece in *The BMJ* : “Working in healthcare right now means being asked to do the impossible—then being abandoned to our inevitable failure” by Dr. Esther Choo, MD, MPH, Emergency Physician, OHSU
- Read at: <http://www.bmj.com>



“For healthcare workers, the single worst stressor is the feeling of being lost in the increasingly vast gap between the care that they want to deliver to their patients and what they can actually provide.”

Source: BMJ 2022;376:o197, <http://dx.doi.org/10.1136/bmj.o197>, Published: 24 January 2022  
[https://mobile.twitter.com/choo\\_ek](https://mobile.twitter.com/choo_ek)



# COVID-19 Variant Rapid Screening Test

- Dr. David Alland, Director of the Center for COVID-19 Response and Pandemic Preparedness, and team developed a new rapid screening test for SARS-CoV-2 variants of concern: Alpha, Beta/Gamma, Delta, and Omicron
- The approach boasts 100% accuracy using “sloppy molecular beacons” particularly well suited for organisms that mutate frequently
- The information needed to create and run the test is being shared freely



# Acclaim for our Expertise

Cited by the White House. Praised by our governor. Sought by the public for our unmatched proficiency. R-Comm has led the effort to export Rutgers' knowledge as an invaluable resource for society.

158 media pitches,  
advisories and op-eds

More than 23,000  
news stories acknowledging  
RU-NB and RBHS

Reach of more than  
60 billion

RU-NB/RBHS stories  
were shared more than  
13M times on social media

Major Outlet Coverage (1/20-5/20):

The New York Times  
(21)

CNN  
(16)

The Washington Post  
(30)

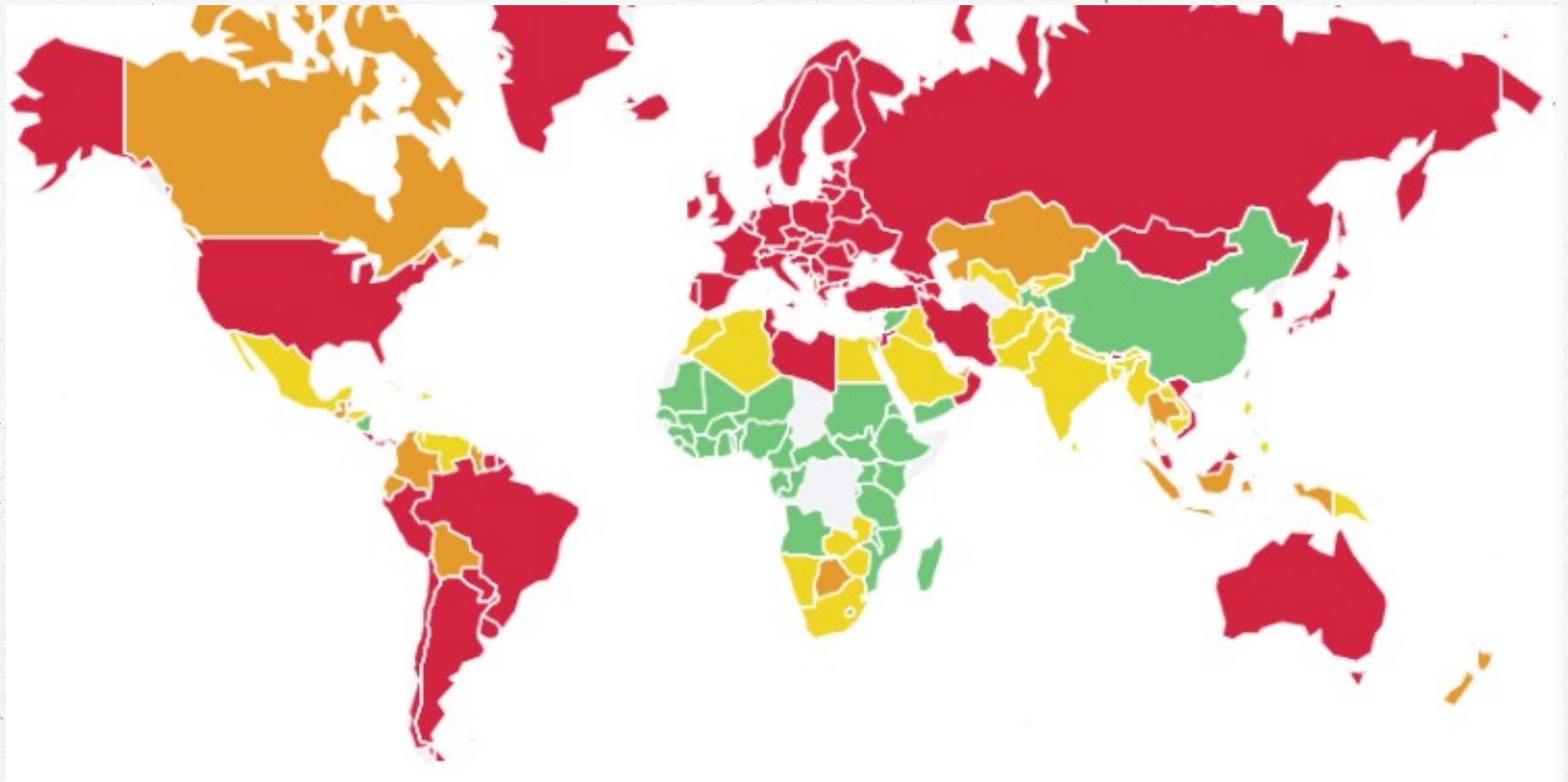
NBC NEWS  
(27)

abc NEWS  
(21)

YAHOO!  
(29)



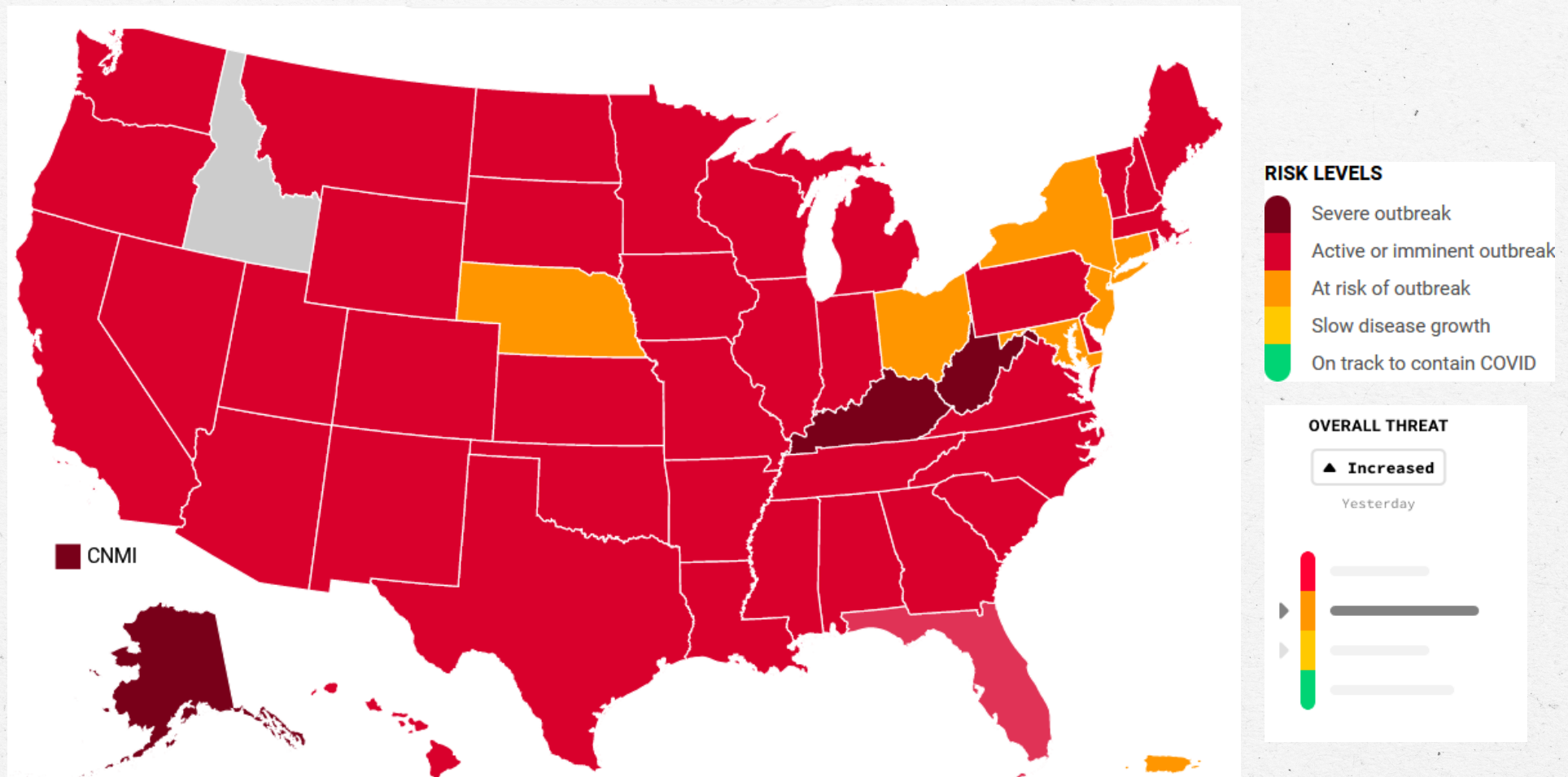
# COVID Risk Levels By Country/Region



<https://globalepidemics.org/key-metrics-for-covid-suppression>

Accessed 2/17/22

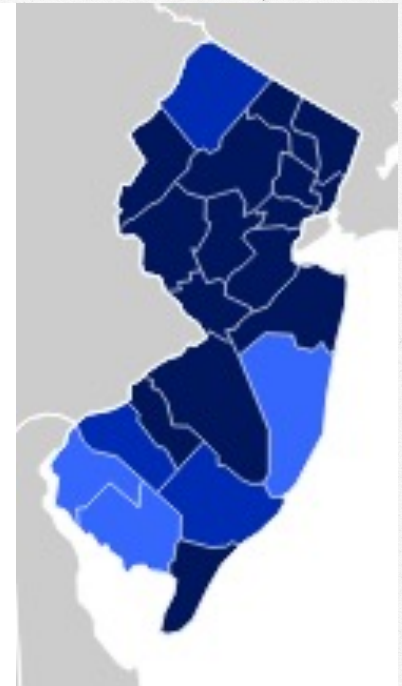
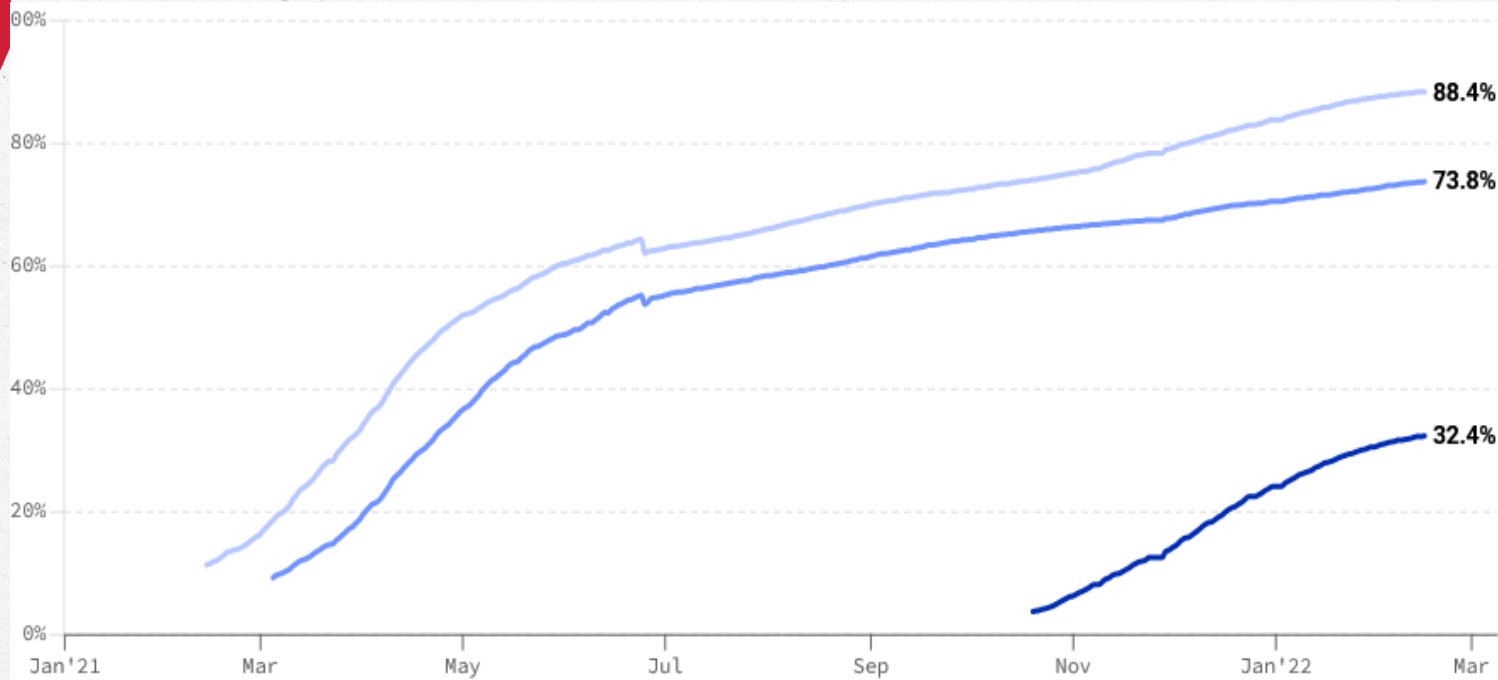
# US COVID-19 Risk Levels – United States



Source: <https://covidactnow.org/?s=1485441>  
Accessed 2/17/22



# Percent Vaccinated – New Jersey



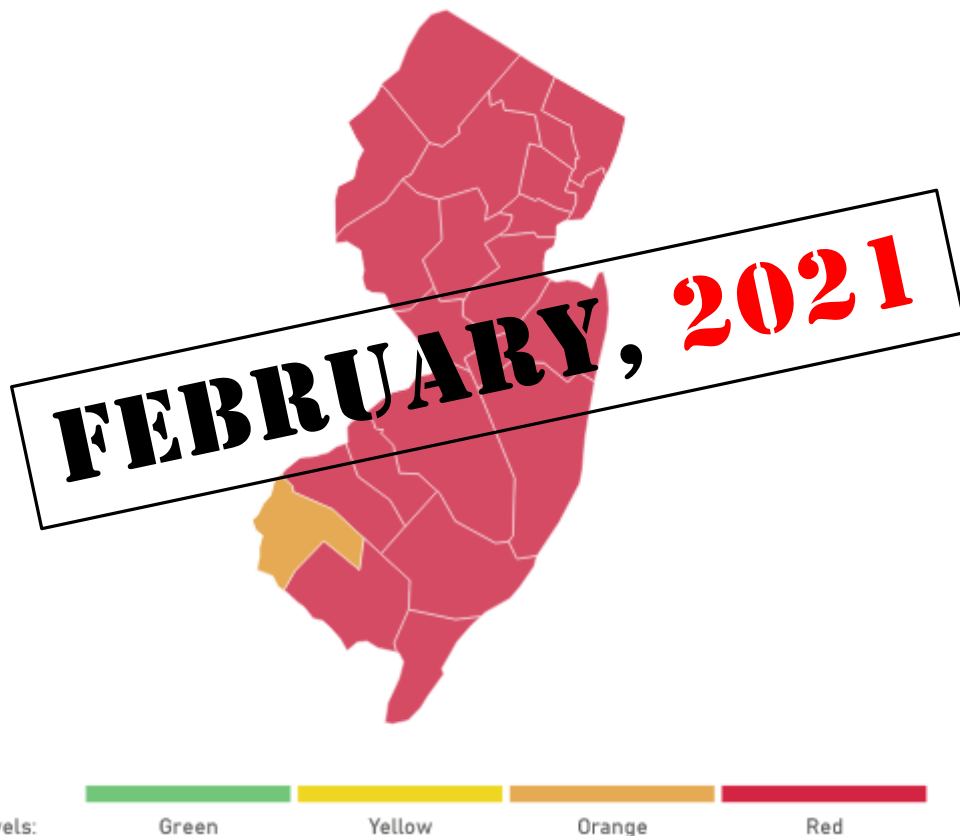
88.4% of New Jersey residents have received at least one vaccine dose; 73.8% are fully vaccinated, 32.4 % received a booster shot. Fewer than 0.001% vaccinated persons experiencing any severe adverse reaction.

Source: [https://covidactnow.org/us/new\\_jersey-nj/?s=1830748](https://covidactnow.org/us/new_jersey-nj/?s=1830748)  
Accessed 2/17/22

Pop. with  
1+ dose

40% 50% 60% 70%

# COVID Risk Levels By County/New Jersey



- United States ranks 25<sup>th</sup> in highest COVID risk worldwide
- NJ ranks 5<sup>th</sup> of 50 States
- NJ has 37 daily new cases per 100,000 people or 3,258 per day (7-day moving averages)



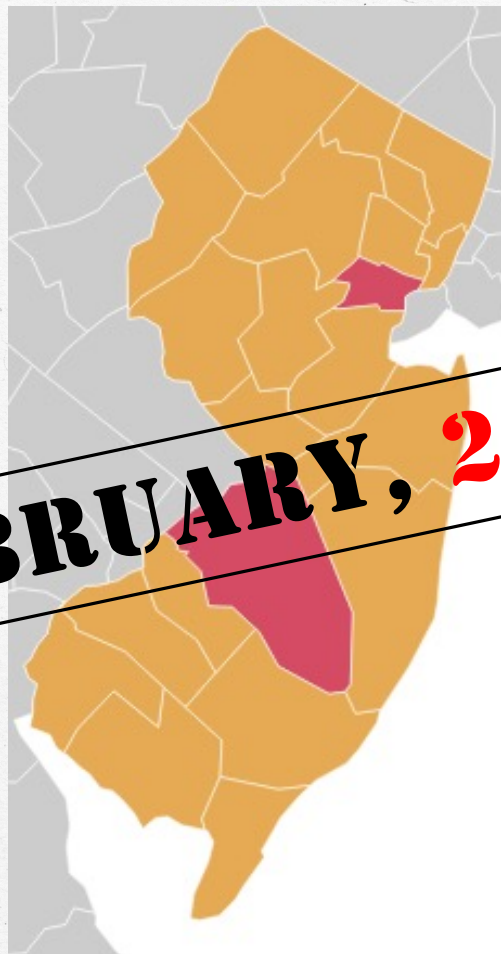
<https://globalepidemics.org/key-metrics-for-covid-suppression/>

Accessed 2/17/21



# COVID Risk Levels By County/New Jersey

**FEBRUARY, 2022**



- United States ranks 91st in highest COVID risk worldwide
- NJ ranks 49th of 56 US States & Territories
- NJ has 22.5 daily new cases per 100,000 people or 1,994 per day (7-day moving averages)

COVID RISK LEVEL:  
**YELLOW**

**1-9 CASES**  
PER 100,000 PEOPLE

**COMMUNITY  
SPREAD**

COVID RISK LEVEL:  
**ORANGE**

**10-24 CASES**  
PER 100,000 PEOPLE

**ACCELERATED  
SPREAD**

COVID RISK LEVEL:  
**RED**

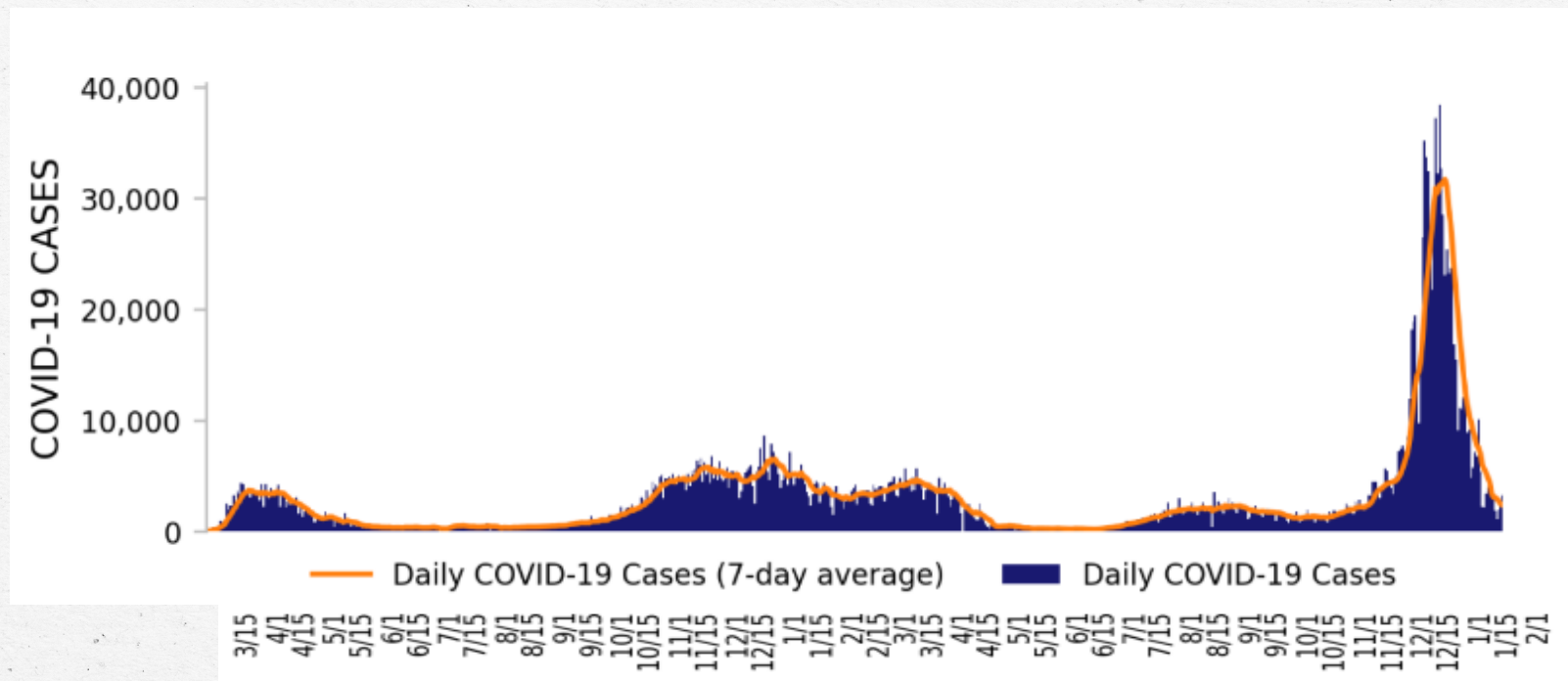
**25+ CASES**  
PER 100,000 PEOPLE

**TIPPING  
POINT**

<https://globalepidemics.org/key-metrics-for-covid-suppression/>

Accessed 2/17/22

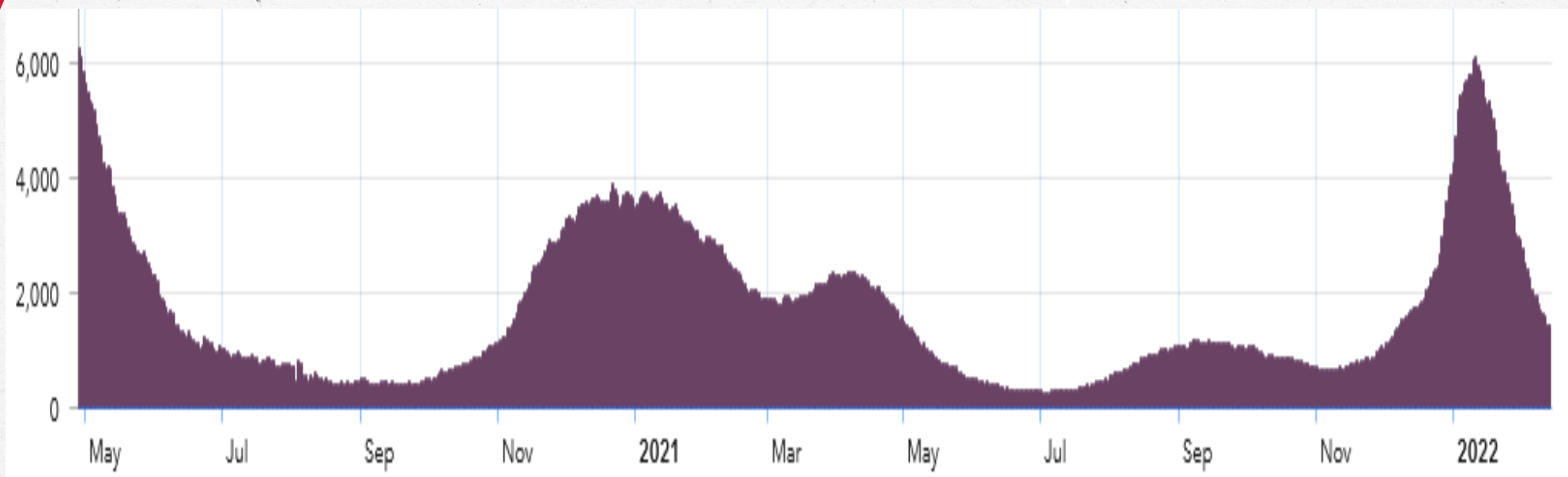
# NJ State Profile: Daily COVID-19 Cases



<https://healthdata.gov/Community/COVID-19-State-Profile-Report-New-Jersey/be56-b6cc>  
(accessed 2/17/22)



# New Jersey COVID-19 Hospitalizations



NJ COVID-19 Dashboard  
<https://covid19.nj.gov/>  
Accessed 2/17/22

# COVID-19 Case Numbers – Global and Local

**As of February 17, 2022**

- Cumulative confirmed cases worldwide: 419,054,067
- Cumulative US confirmed cases: 77,740,239
- Cumulative US deaths: 929,813
- Cumulative NJ confirmed cases: 1,860,716
- Cumulative NJ confirmed deaths: 29,660
- Current NJ hospitalizations: 1,232
- Currently on ventilators in NJ: 141
- Intensive-critical care in NJ: 201
- Statewide COVID-19 positivity 6.37% (as of 2/13/22)
- $R_t = 0.57$ (rate of transmission)

<https://coronavirus.jhu.edu/map.html>; <https://maps.arcgis.com/apps/gpsdashboard/index.html#/b422cfa3f7264002b05041da448ae5dc>  
[https://www.nj.gov/health/cd/topics/covid2019\\_dashboard.shtml](https://www.nj.gov/health/cd/topics/covid2019_dashboard.shtml)  
(accessed 2/17/22)



# Testing Update: RU Percent Positivity

All Locations All Person Types					
Week Ending	Positive	Negative	Inconclusive	Total	Proportion Positivity
02/12/2022	17	773	5	795	2.14%
02/05/2022	14	842	11	867	1.61%
01/29/2022	31	968	5	1,004	3.09%
01/22/2022	55	1,073	11	1,139	4.83%
01/15/2022	134	1,331	9	1,474	9.09%
01/08/2022	353	1,419	16	1,788	19.74%
01/01/2022	137	493	9	639	21.44%
12/25/2021	213	1,007	19	1,239	17.19%
12/18/2021	94	1,218	6	1,318	7.13%
12/11/2021	35	1,262	7	1,304	2.68%
Total	4,463	344,080	1,127	349,670	1.28%

[\[Show All Weeks\]](#)

- RU total percent positivity: 2.14% (as of 2/12/22) vs. Statewide COVID-19 positivity 6.37% (as of 2/13/22)

# Epidemiology 101

## Epidemic



## Pandemic



## Endemic

⇒ **Epidemic:** widespread occurrence of disease, in a particular place & time

- SARS, MERS, typhus, cholera

⇒ **Pandemic:** epidemic disease prevalent across a wide region, continent, or worldwide

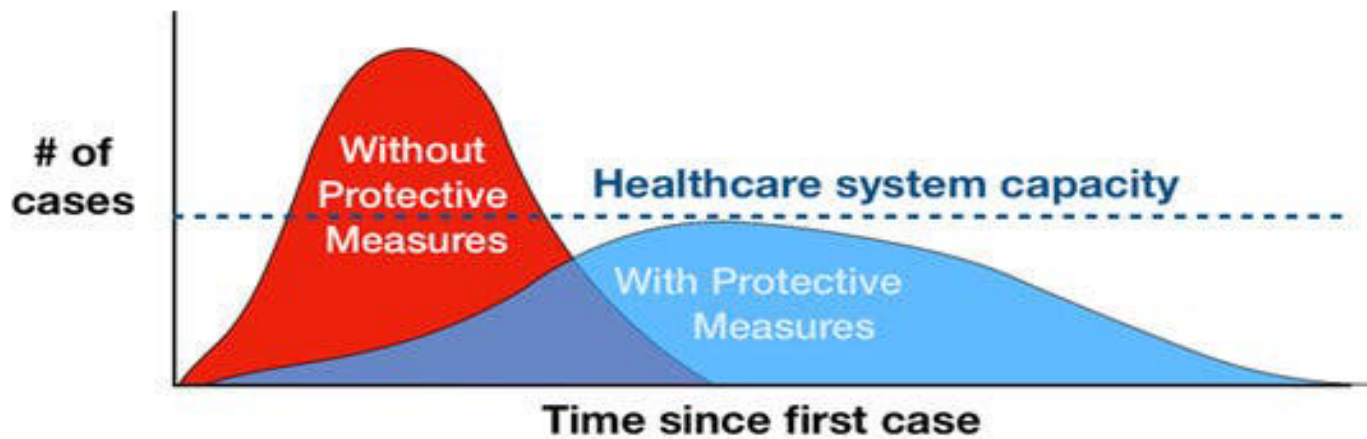
- Bubonic plague, 1918 influenza, **COVID-19  $\alpha$ ,  $\Delta$**

⇒ **Endemic:** disease regularly found in a population

- Malaria, influenza, HIV/AIDS, [**COVID-19 O?**]



# “Flattening the Curve”



*Adapted from CDC / The Economist*

## Recommended Reading 2:

- *How One University Harnessed Internal Knowledge and Expertise to Effectively Combat the COVID-19 Pandemic*
- Antonio M. Calcado, Vicente Gracias, Brent D. Ruben, Jennifer St. Pierre and Brian L Strom: Rutgers University, USA
- The Electronic Journal of Knowledge Management Volume 20, Issue 1



Vol. 20 No. 1 (2022)



Published: 27 Jan 2022



# The Virtuous Cycle

**Recruitment**  
Recruit and retain the best faculty; offer the highest quality and specialized service lines in the regional market.

**Reputation**  
Improve stature regionally and nationally as an AMC with halo effect for university. Increase value of the brand. Compete more effectively.



**Finance**  
Improve collective financial position of the AHS and make smart reinvestments in academics.

**Academic**  
Increase research productivity and footprint; strengthen teaching programs. Invest in people and technology.