



Report to the University Senate December 9, 2022



RUTGERS
BIOMEDICAL AND
HEALTH SCIENCES



RBHS Report to the University Senate

- Background/Reminder
- Progress Report
- Strategic Planning Update
- Enrollment Update
- Envisioning the Future of Academic Medicine
- Pandemic Update

My Goal as RBHS Chancellor

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



RBHS Entities

Schools	
New Brunswick	Newark
Ernest Mario School of Pharmacy	New Jersey Medical School
Robert Wood Johnson Medical School	Rutgers School of Dental Medicine
Multi-Campus	
School of Graduate Studies	
School of Health Professions	
School of Nursing	
School of Public Health	

Chancellor Level Centers/Institutes	
Brain Health Institute	
Center for Advanced Biotechnology and Medicine	
Center for Tobacco Studies	
Environmental and Occupational Health Sciences Institute	
Institute for Health, Health Care Policy, and Aging Research	<ul style="list-style-type: none"> • Global Health Institute • Center for Population Level Bioethics • PETS
Institute for Infectious and Inflammatory Diseases	
Rutgers Cancer Institute of New Jersey	
Rutgers Institute for Translational Medicine and Science	

Clinical Units
RUTGERS HEALTH
University Behavioral Health Care
University Correctional Health Care

RBHS – At a Glance

- RBHS has approximately:
 - 2,414 paid faculty members
 - 1,677 full time faculty (1.0 FTE)
 - 254 part time faculty (up to 0.99 FTE)
 - 464 per diem faculty
 - 4,086 volunteer faculty
 - 10,411 staff; 1,132 interns and residents
 - 7,900 students
 - 49 buildings
 - 6.3 million gross sq. ft./137 acres
 - \$2.1 billion annual budget



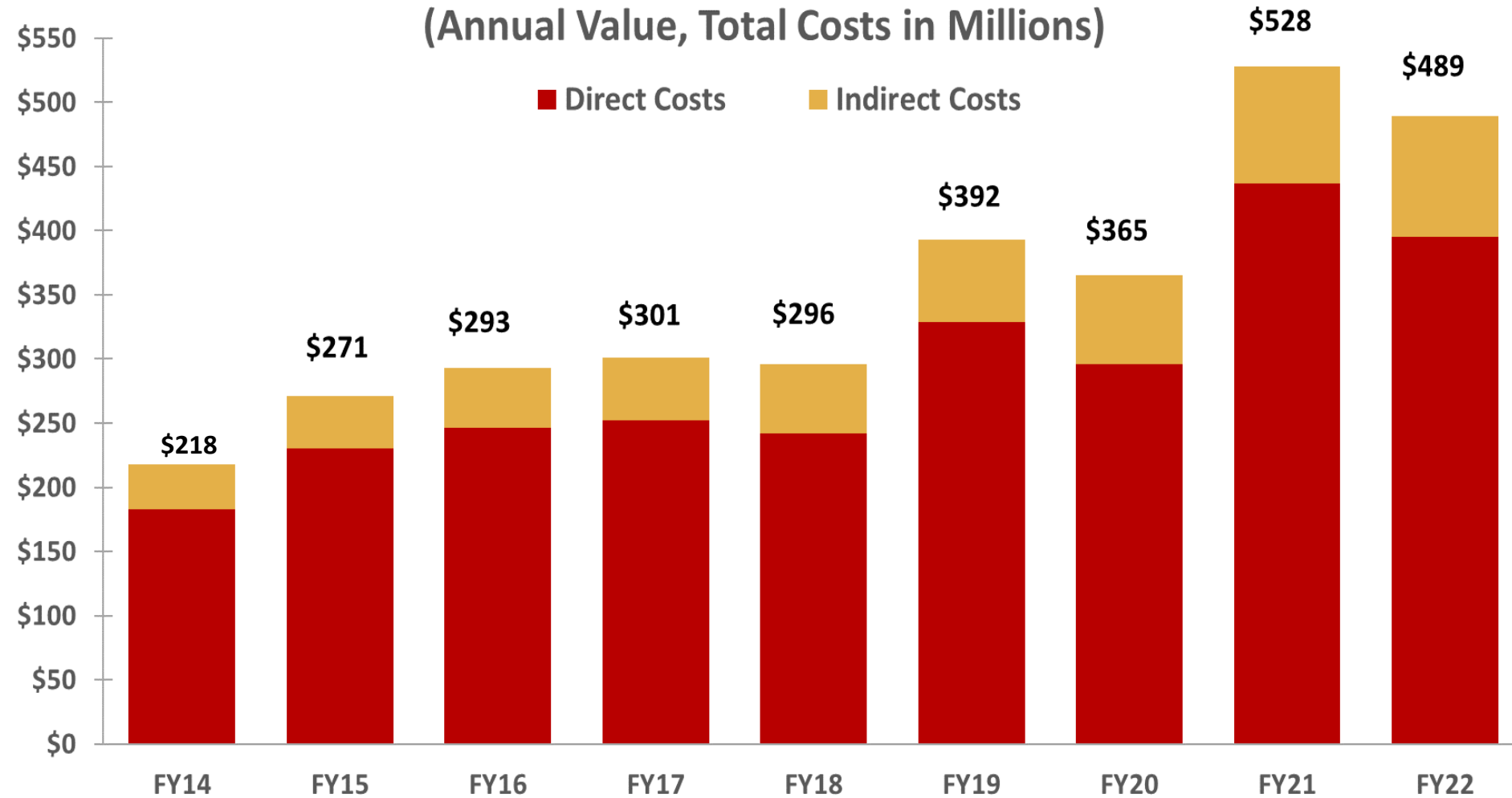


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RBHS Awards FY 2014 – FY 2022

(Annual Value, Total Costs in Millions)



**Awards for FY 2022 as compared to FY 2021 increased
by \$27 million (5%) when adjusted for timing and
one-time COVID funding in support of research.**

RBHS Award Analysis

FY 2021 as of Q4	\$	528
FY 2022 as of Q4	\$	489
Change FY22 v. FY21	\$	(39)

Timing

CINJ Gift (Entire gift recognized in FY21)	\$	25	
EMSOP Fellowships (FY20 recognized in Q1 FY21)	\$	20	
Subtotal Timing	\$	45	

Reductions Related to One-Time COVID Funding

RITMS	\$	8	
SPH Contact Tracing Funding	\$	13	
Subtotal One-Time Funding	\$	21	

Growth AFTER Adjustments for Timing and One-Time Funding	\$	27
Growth in Percentage		5%

The Invisible Extinction

- Documentary film “The Invisible Extinction” about the human microbiome features CABM Director Dr. Martin Blaser and SEBS Professor Maria Gloria Dominguez premiered in New York on October 15 and held a showing at Rutgers on November 29
- The film is screening in New York City and will appear on streaming services in January 2023



RBHS Selected Points of Pride (2013-2022)

- Successful recruitment of prominent leaders in strategic growth areas
- Achievement of fiscal health across RBHS as a chancellor unit
- Steadily rising federal research funding
- Master Affiliation Agreement with RWJBH to develop New Jersey's first and best Academic Health Center
- NCI Designated Comprehensive Cancer Center
- NIH Clinical and Translational Science Award
- University-wide COVID-19 response, assisting state in the process
- Rise in philanthropy – both large single donations and annual giving
- Initiation of major capital construction projects including 1st new RBHS building of the Rutgers era (NB), and renovation of the MSB (Newark)

Search Updates

- The School of Health Professions and Institute for Health, Healthcare Policy, and Aging are currently seeking new permanent leadership
- Search committees have met for first round group virtual (formerly airport) interviews
- Campus visits for SHP Dean and IFH Director candidates will begin in January
- SHP is being led by Interim Dean Alma Merians
- IFH is being led by Interim Director Tobias Gerhard



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RUTGERS
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ONE
RBHS

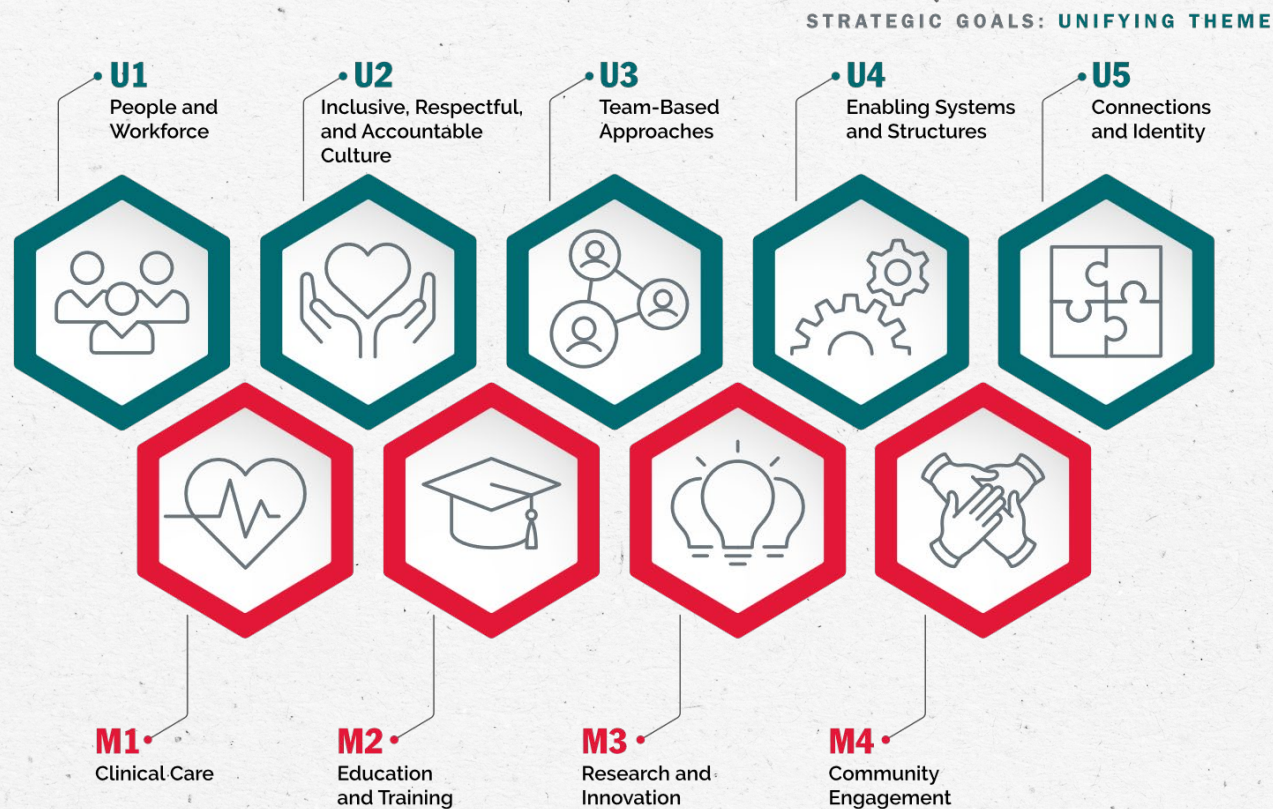
The Way Forward

STRATEGIC PLAN 2022 – 2027

<https://academichealth.rutgers.edu/strategic-plan>



Strategic Plan 2022 – 2027



Unifying Theme (“U”) Goals

U1 People and Workforce

Grow and support an exceptional, compassionate, and diverse workforce

U2 Inclusive, Respectful, and Accountable Culture

Foster a culture of respect that prioritizes inclusion and accountability

U3 Team-Based Approaches

Emphasize team-based and collaborative approaches across all mission areas

U4 Enabling Systems and Structures

Increase the effectiveness of enabling systems, structures, and processes

U5 Connections and Identity

Develop and promote a shared One RBHS identity

Mission-Based (“M”) Goals

M1 Clinical Care

Actualize interprofessional synergies to optimize clinical care and the patient experience

M2 Education and Training

Educate, train, and prepare a diverse New Jersey biomedical and health sciences workforce

M3 Research and Innovation

Build on RBHS strengths and opportunities to excel in discovery and innovation

M4 Community Engagement

Engage meaningfully with local and global communities



RBHS Strategic Plan: Implementation, Monitoring and Assessment Team (IMAT) Framework

Executive Committee (EC)

Brian Strom, Bishr Omary, Kathy Bramwell, Vicente Gracias, Sangeeta Lamba, Joe Barone (IMAT SC Co-Chair), Shawna Hudson (IMAT SC Co-Chair)

IMAT Steering Committee (SC)

IMAT Steering Committee Co-Chairs: Joe Barone (EMSOP), Shawna Hudson (RWJMS)

Goal U1 People and Workforce

Co-Chairs: Kim Fenesy (RSDM), Humberto Jimenez (EMSOP), Felicia Lesure (RBHS)

Goal U2 Inclusive, Respectful, and Accountable Culture

Co-Chairs: Chantal Brazeau (NJMS), Linda Flynn (SON/IFH), Vincent Silenzio (SPH)

Goal U3 Team-Based Approaches

Co-Chairs: Andrew Evens (CINJ), Denise Rodgers (RBHS), Karen Shapiro (SHP)

Goal U4 Enabling Systems and Structures

Co-Chairs: Brian Buckley (EOHSI), Deborah Toppmeyer (CINJ), Kyle Warren (SON)

Goal U5 Connections and Identity

Co-Chairs: Tynisha Coleman (RBHS), N'oa Shimoni (NJMS), Kim Tuby (RBHS)

Goal M1 Clinical Care

Co-Chairs: Nataki Douglas (NJMS), Alan Lee (RWJUH), Fred Wondisford (RWJMS)

Goal M2 Education and Training

Co-Chairs: Barbara DeMarco (SHP), Laura Liang (SPH), Herminio Perez (RSDM)

Goal M3 Research and Innovation

Co-Chairs: Chris Molloy (EMSOP), Kathy Scotto (SGS/RWJMS), Charlotte Thomas-Hawkins (SON)

Goal M4 Community Engagement

Co-Chairs: Thaddaeus Diggs (RBHS), Teri Lassiter (SPH), Ric Marlink (RGHI)

Monitoring and Assessment Committee (MAC)

Co-Chairs: Adrienne Ettinger (RBHS), Cecile Feldman (RSDM), Carol Goldin (EMSOP)

IMAT Coordinating Committee (CC)

Shawna Hudson, Joe Barone, Brent Ruben, Steve Andreassen, Adrienne Ettinger, Vickie Cadestin

Marketing and Communication (MC)

Co-Chairs: Vickie Cadestin, Jillian Prior

Diversity Strategy Plan (DSP) Implementation Team

Co-Chair: Sangeeta Lamba (RBHS)

Co-Chair: Linda Flynn (SON)

Herminio Perez (SDM)

Maria Soto-Greene (NJMS)

Humberto Jimenez (EMSOP)

Teri Lassiter (SPH)

Robin Eubanks (SHP)

Kyle Warren (SON)

Denise Rodgers (RBHS)

Tynisha Coleman (RBHS)

Pat Whitley Williams (RWJMS)

Abigail Armstrong (CABM)

Pamela Valera (SPH)

Ravi Maharajh (UBHC)

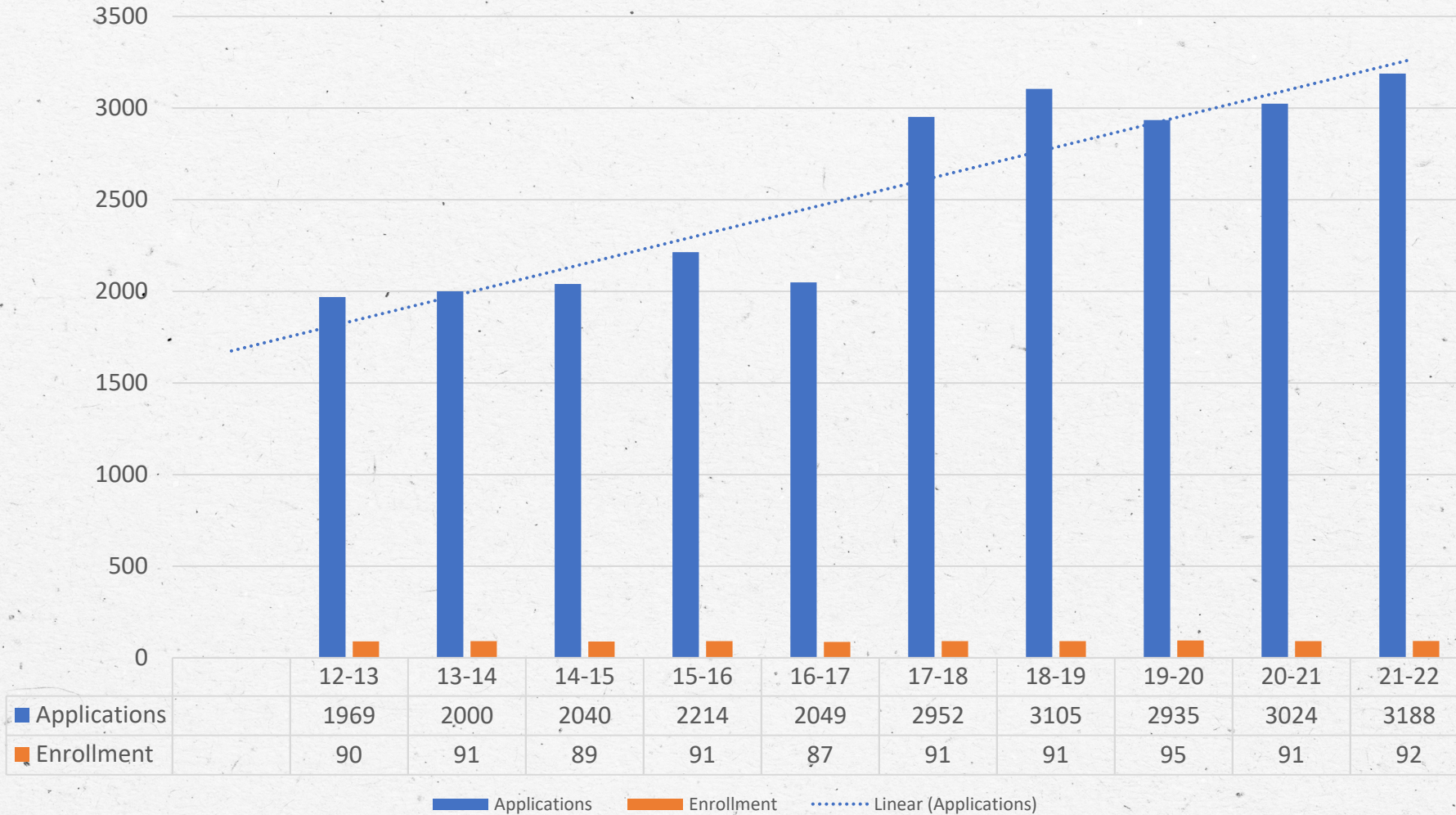


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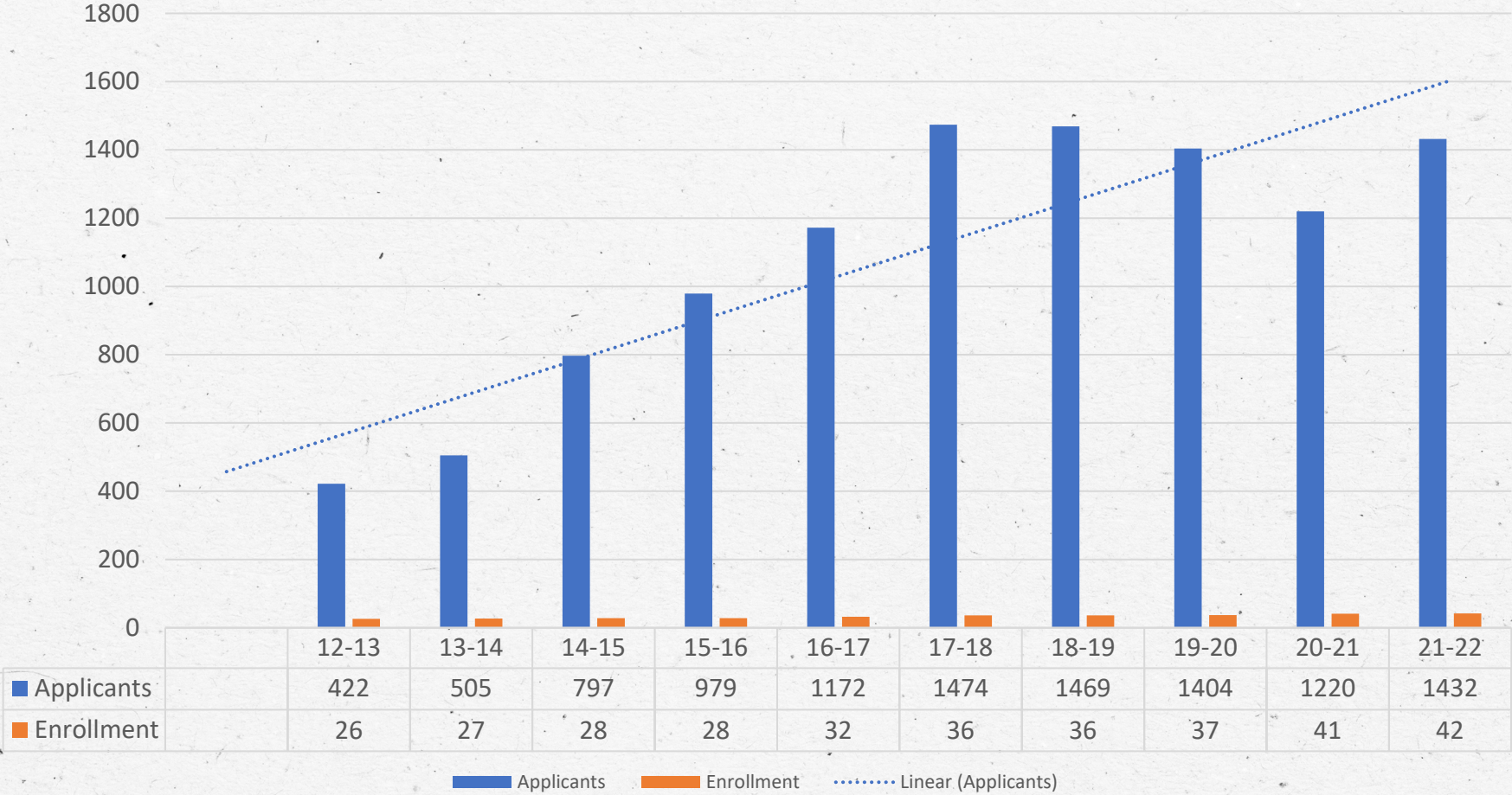
Rutgers School of Dental Medicine

Four Year DMD Enrollment 2012 - 2022



Rutgers School of Dental Medicine

Internationally Educated DMD Program



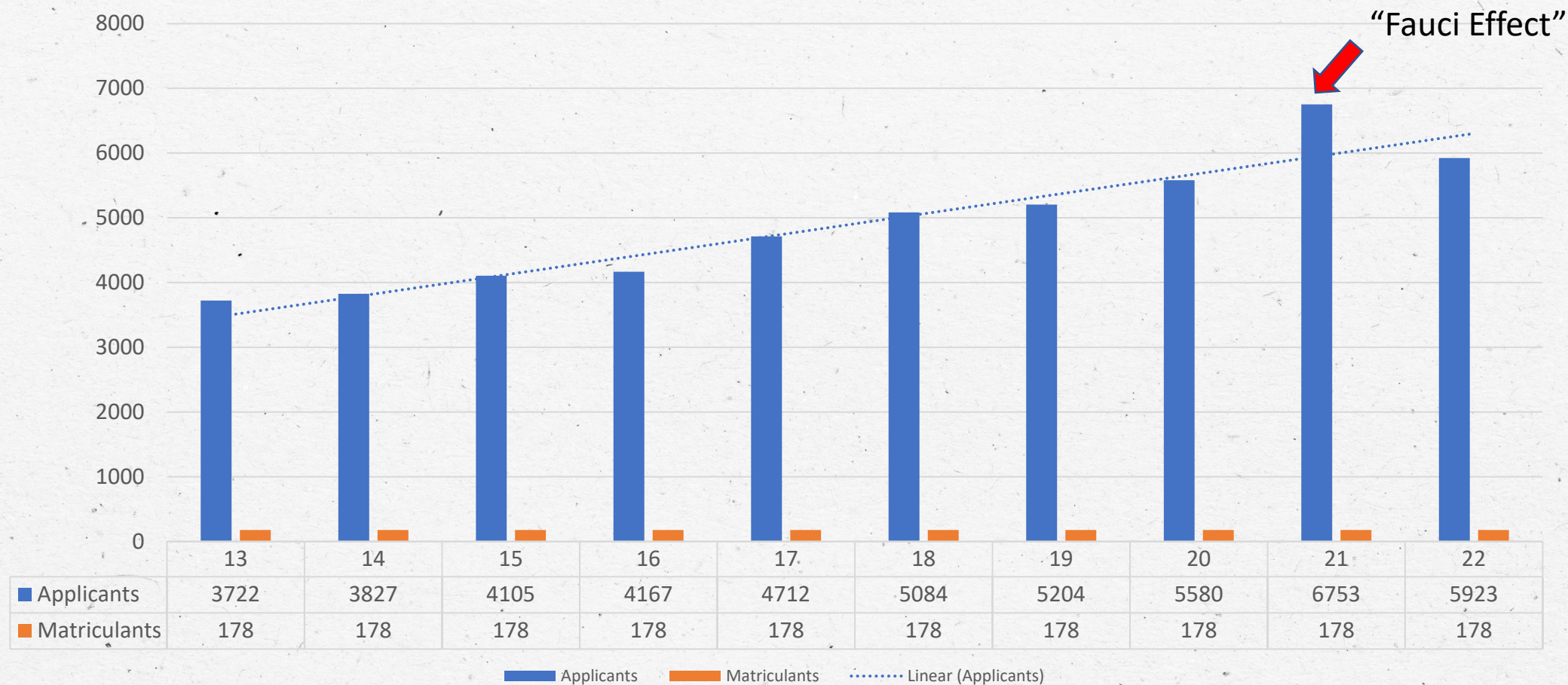


Rutgers School of Dental Medicine

- An increase in applications year over year is unique to Rutgers School of Dental Medicine
- Nationally applications to dental schools are decreasing
- With greater funding of scholarships, the RSDM application rate could go even higher

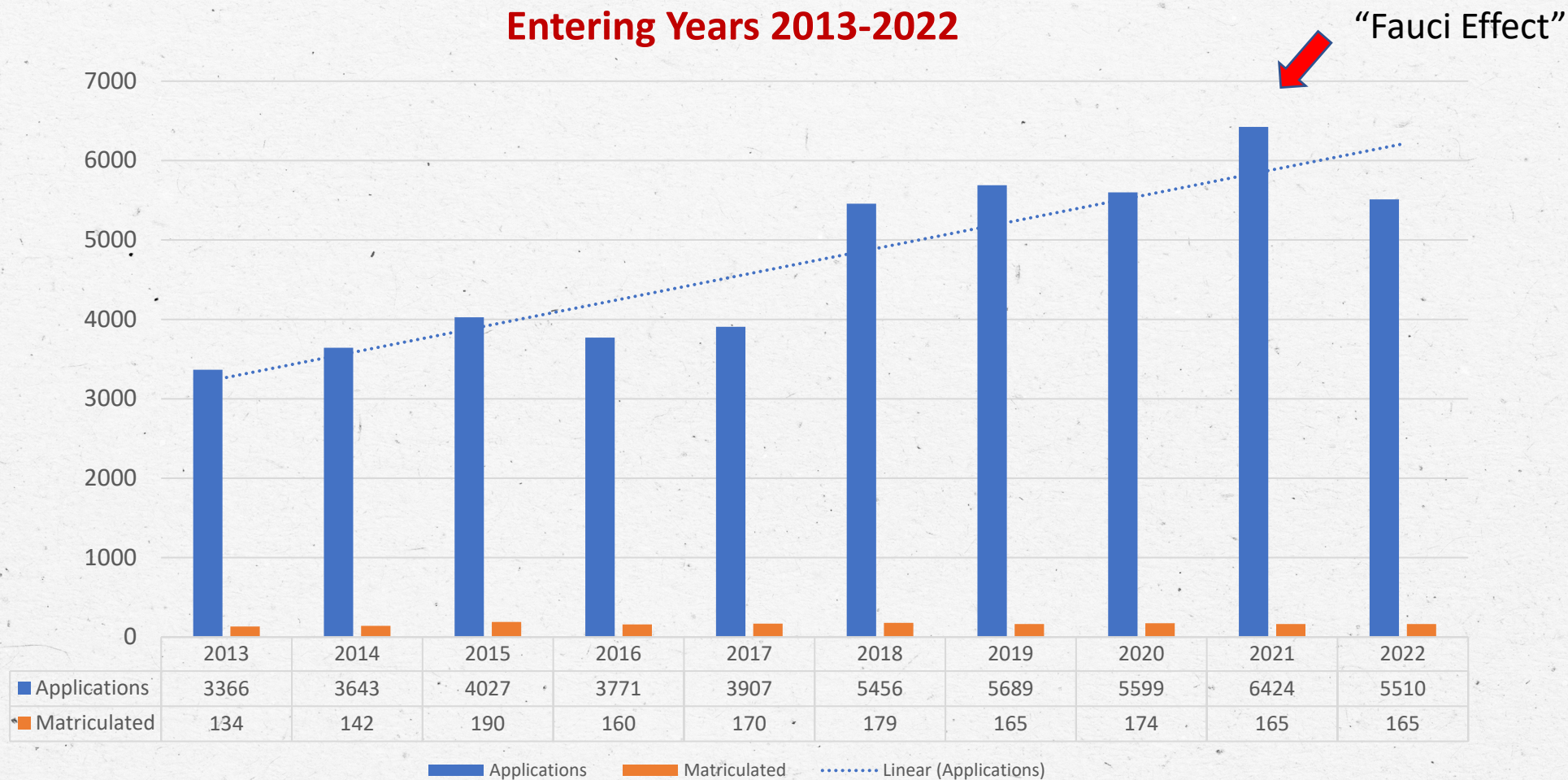
New Jersey Medical School

Applicants and Matriculants Entering Years 2013-2022



Robert Wood Johnson Medical School

Applicants and Matriculants Entering Years 2013-2022





Medical Schools

- At NJMS MD applications have grown by 37% since 2013
- At RWJMS MD applications have grown by 39% in the same time frame
- Note the “Fauci Effect” transient increase in applications at NJMS and RWJMS in 2021

Snapshot: Med School Entering Classes ('26)

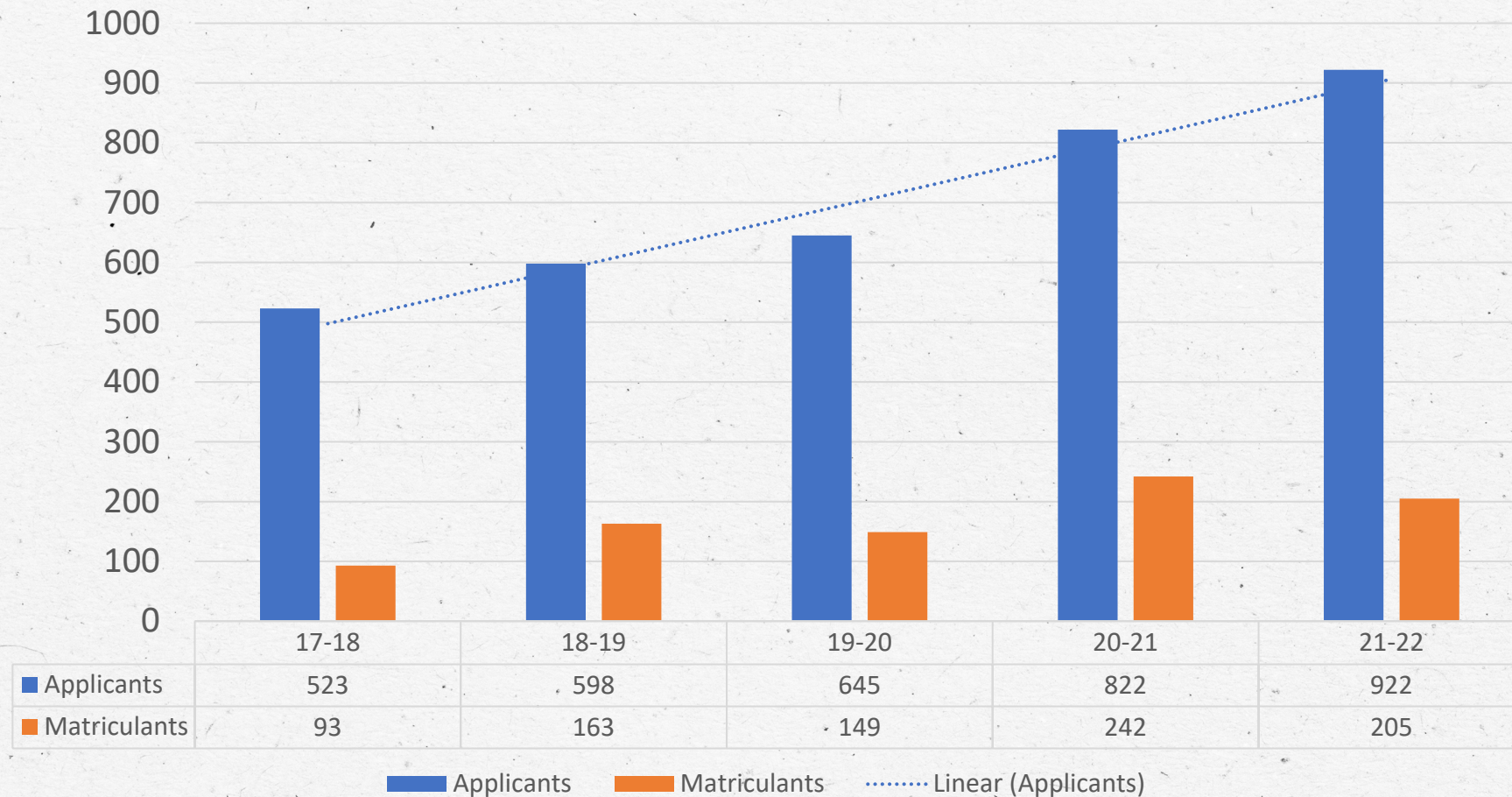


- Gender: 60.6 % women
- 26% URM
- 17 birth countries speaking 18 languages other than English
- 63 undergraduate institutions represented
- Age range 20-30

- Gender: 56 % women
- 28% URM
- 18 birth countries speaking 28 languages other than English
- 64 undergraduate institutions represented
- Age range 20-34

School of Public Health

Rutgers School of Public Health MPH Applicants and Matriculants



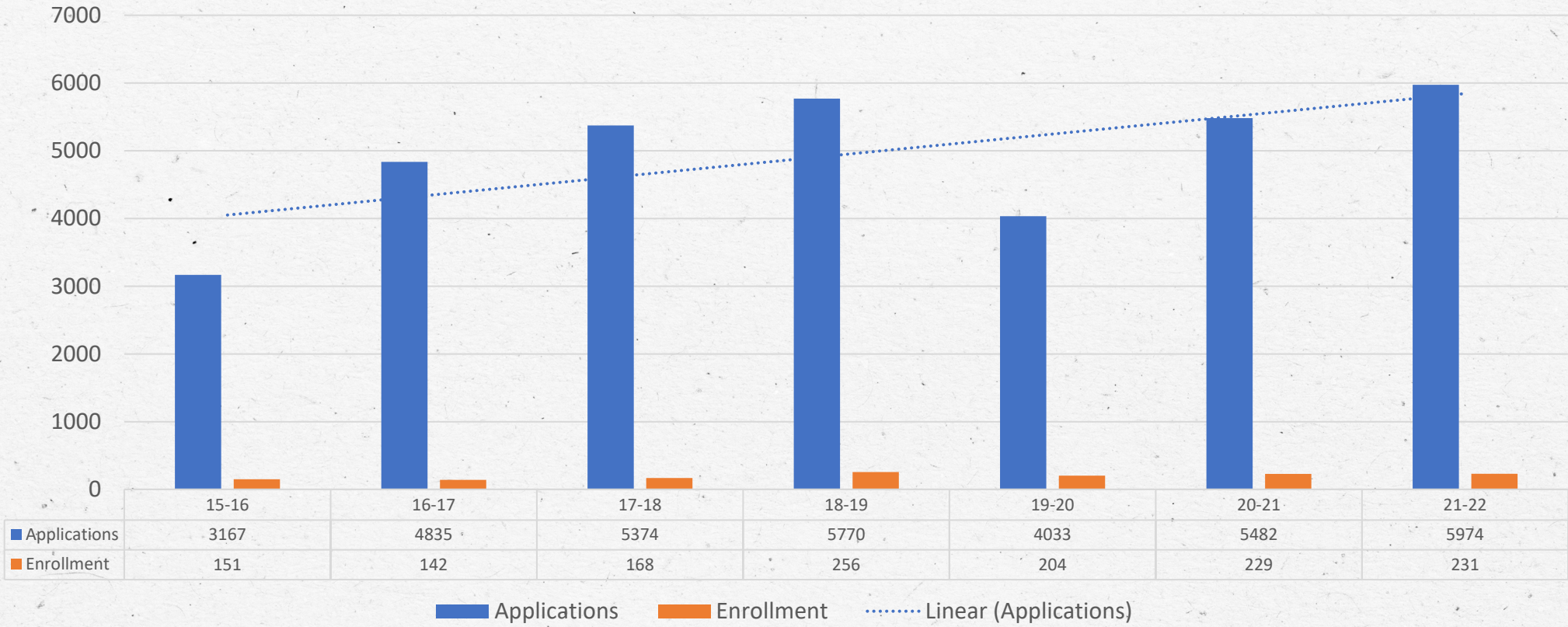


School of Public Health

- The Rutgers School of Public Health has been implementing a deliberate growth strategy to increase the number of MPH and PhD students
- In addition, the School has been expanding graduate and certificate programs to meet the needs of the public health workforce and serve as pipelines to MPH, DrPH, and PhD programs

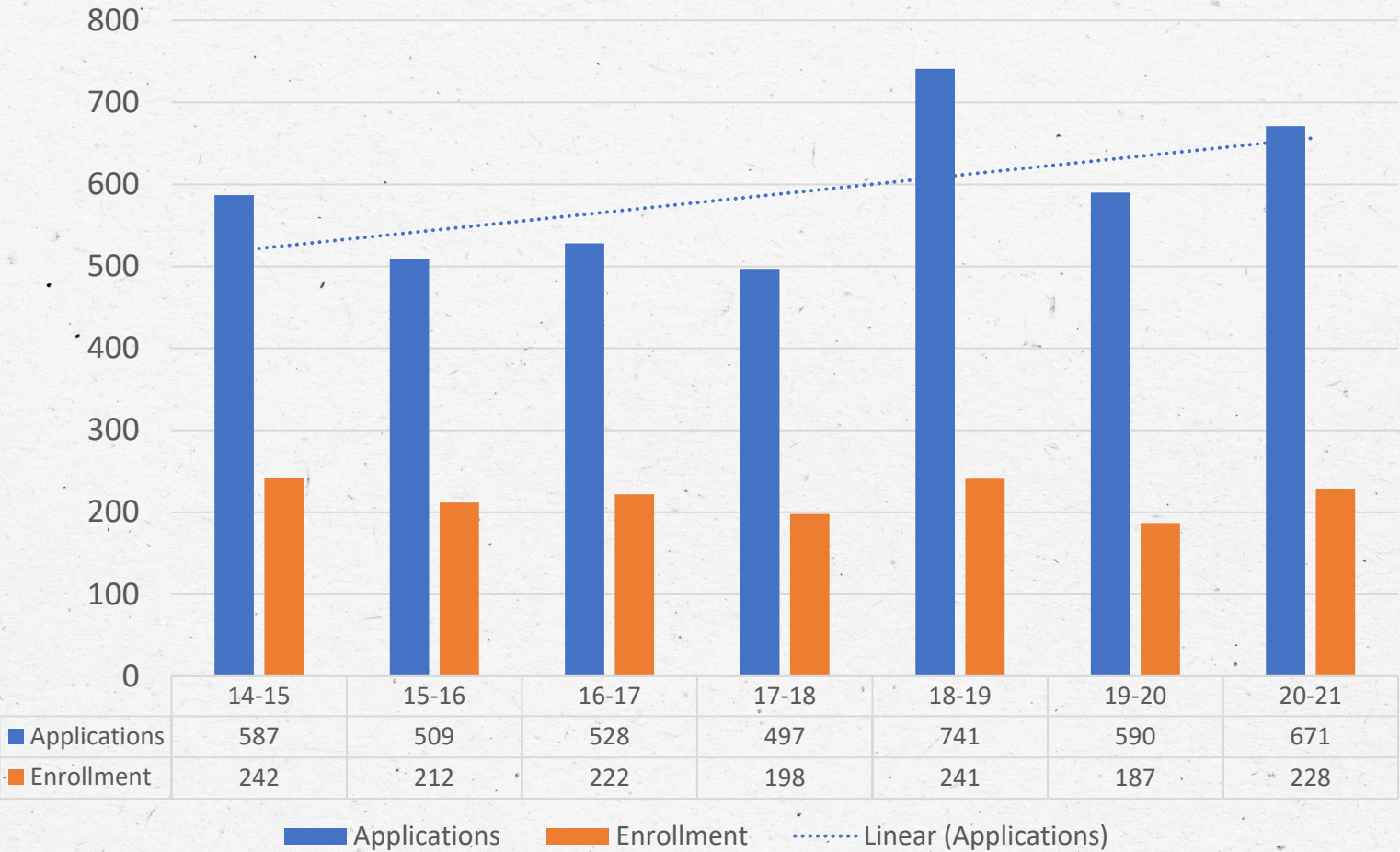
Rutgers School of Nursing

Rutgers School of Nursing - Traditional Baccalaureate Degree Newark - New Brunswick - Blackwood



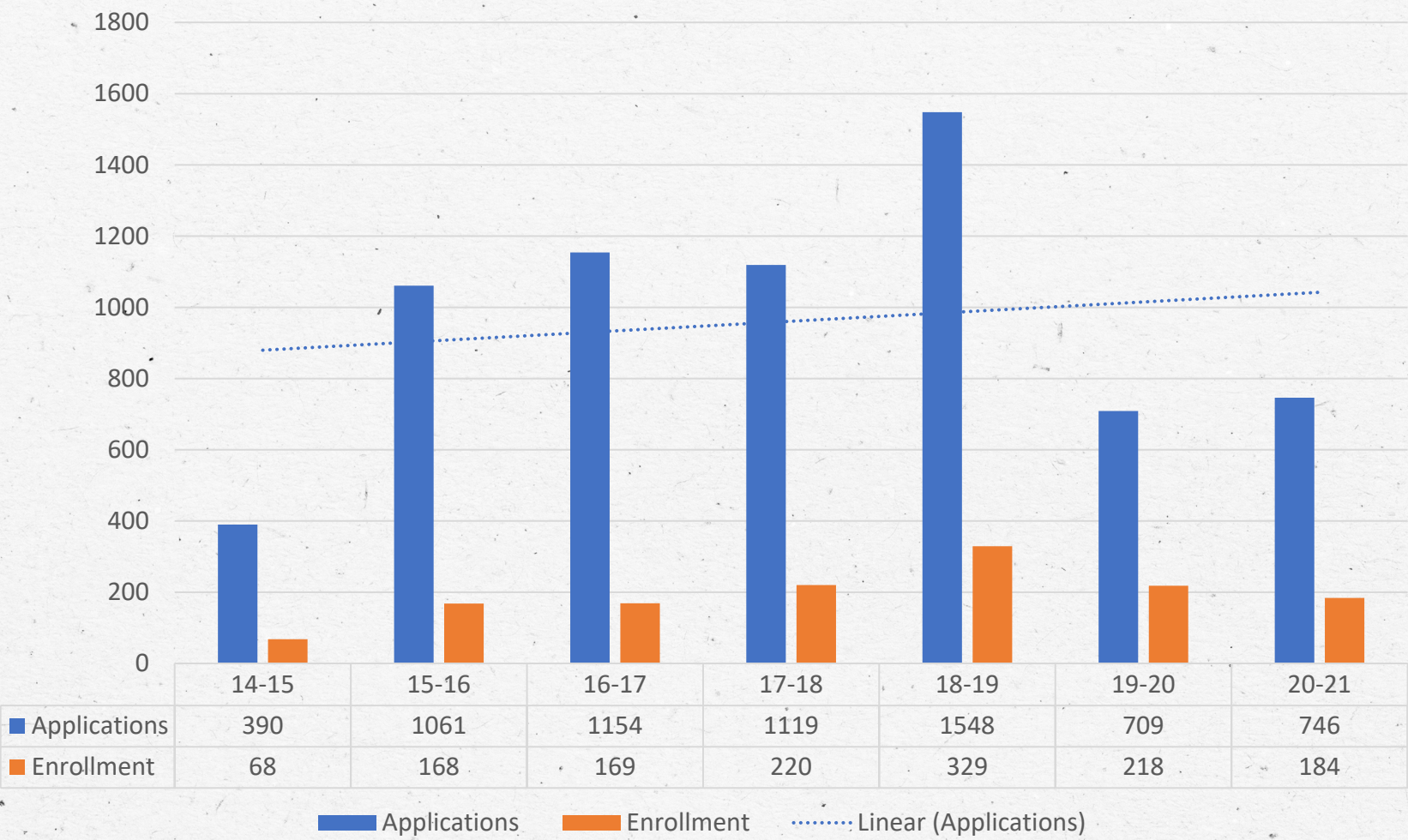
Rutgers School of Nursing

Rutgers School of Nursing Advanced Practice



Rutgers School of Nursing

Rutgers School of Nursing - Second Degree Program



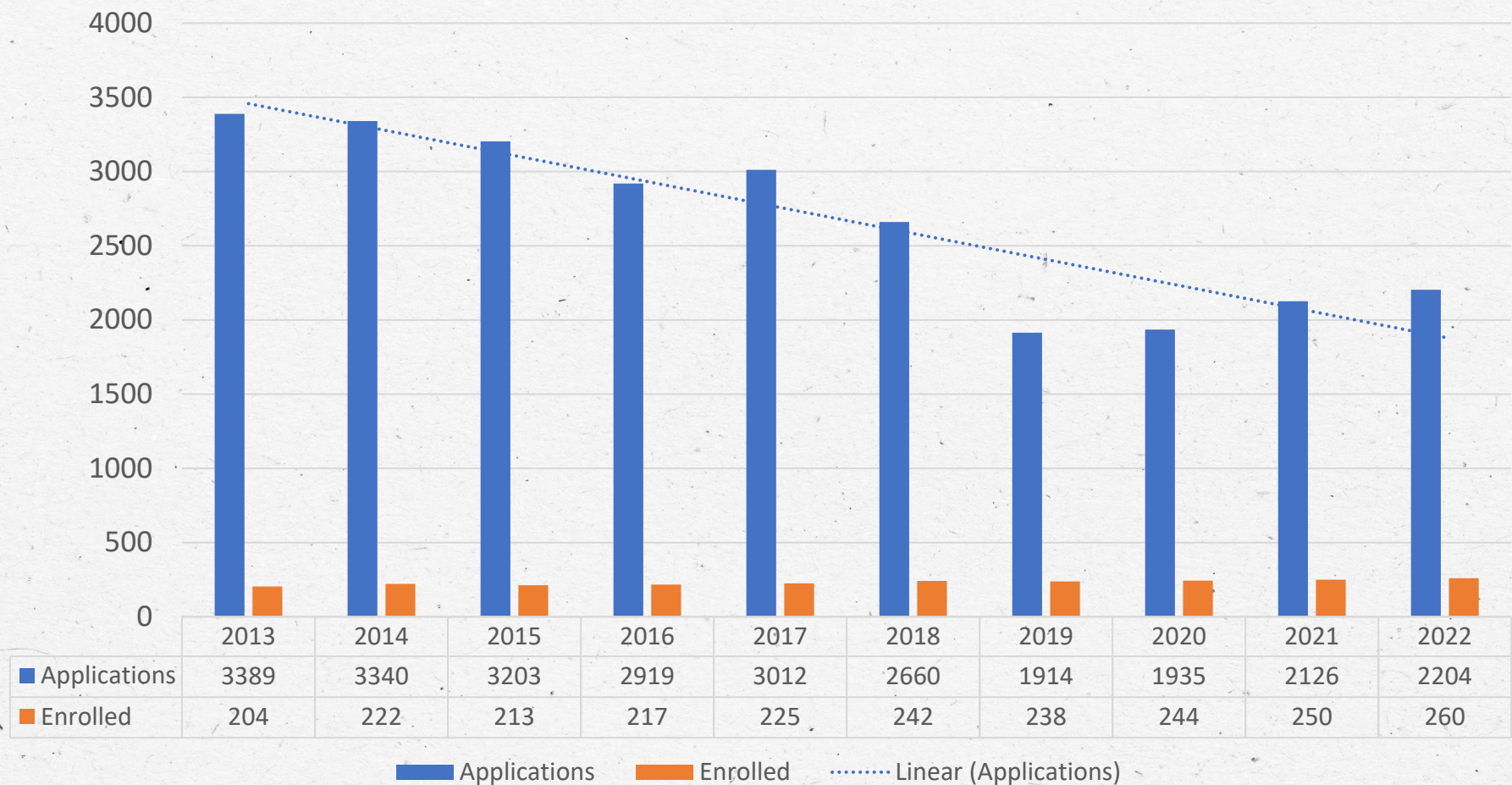


Rutgers School of Nursing

- Traditional undergraduate applications are up by 6%
- The RSON undergraduate waitlist topped 1000 students who are academically qualified for acceptance
- Class size is limited by the availability of clinical rotation sites
- Class sizes can be increased through increasing use of simulation from 10% to 30% of clinical hours (73 to 220 per undergraduate student)
- Requires investment in equipment, technology, and space

Ernest Mario School of Pharmacy

Ernest Mario School of Pharmacy First Year Applications and Enrollments

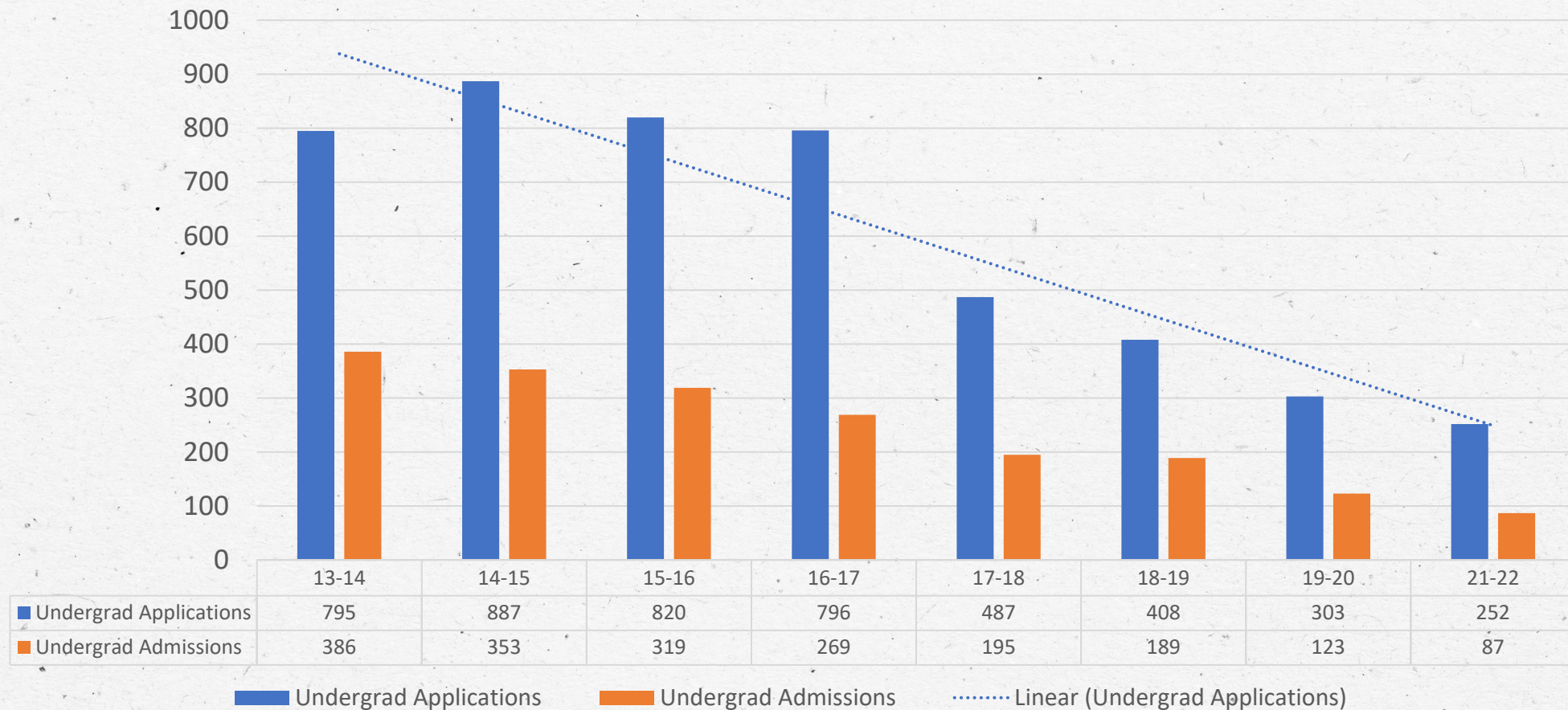


Ernest Mario School of Pharmacy

- Many US pharmacy schools have cut their class sizes due to decreasing numbers of qualified applicants
- Rutgers still has a robust number of highly qualified applicants, even though our number of applications is down
- Yield of matriculants higher than expected, resulting in unplanned larger class sizes

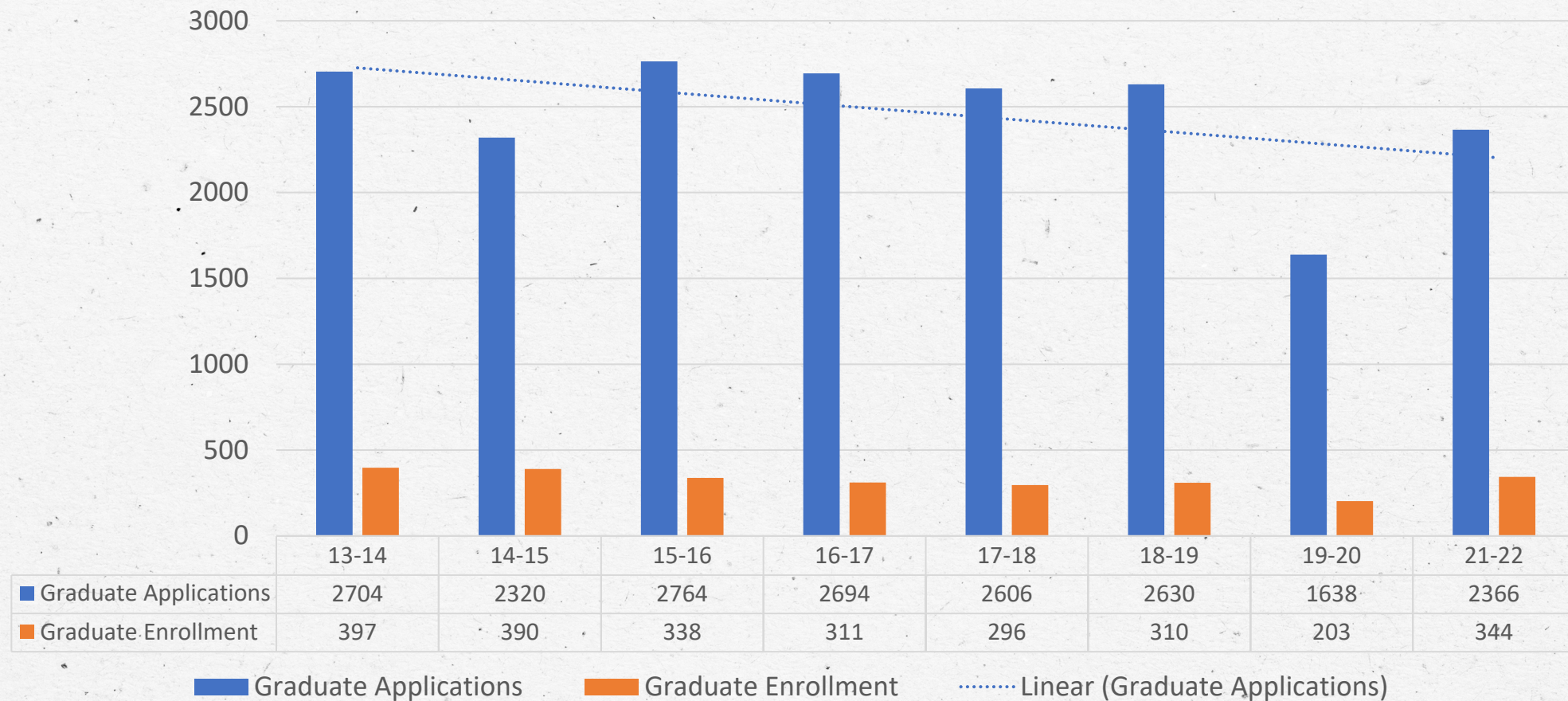
School of Health Professions

School of Health Professions Professional Undergraduate Applications and Enrollment



School of Health Professions

School of Health Professions Professional Graduate Applications and Enrollment



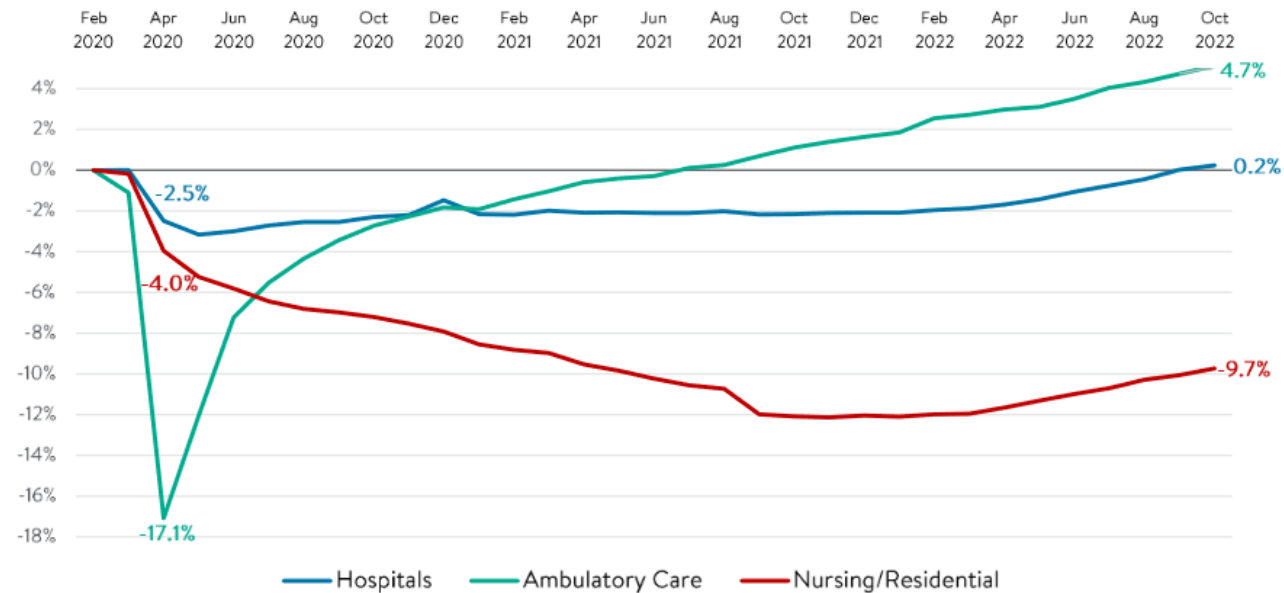


School of Health Professions

- The SHP is being strategically reshaped to focus on graduate level professional doctoral programs and away from technical associate/baccalaureate level technical programs, and shifting from programs with negative ROI to programs with a positive ROI
- The SHP will have:
 - 5 new graduate level programs with high scholarly and revenue potential
 - It has also invested in 7 current programs to build depth, transform offerings, and increase the degree level where appropriate
 - By 2023, 16 low enrollment, high cost, associate degree level programs will have been closed/transferred
- This shift to graduate level programs increases tuition revenue while decreasing overall enrollment
- All programs are hitting enrollment targets

Clinical Workforce Shortages Persist

- Clinical workforce shortages existed even before pandemic
- The clinical workforce is still recovering from the pandemic
- Job growth, costs and wages in the health care sector are all increasing with nursing and residential care growing at a slower pace



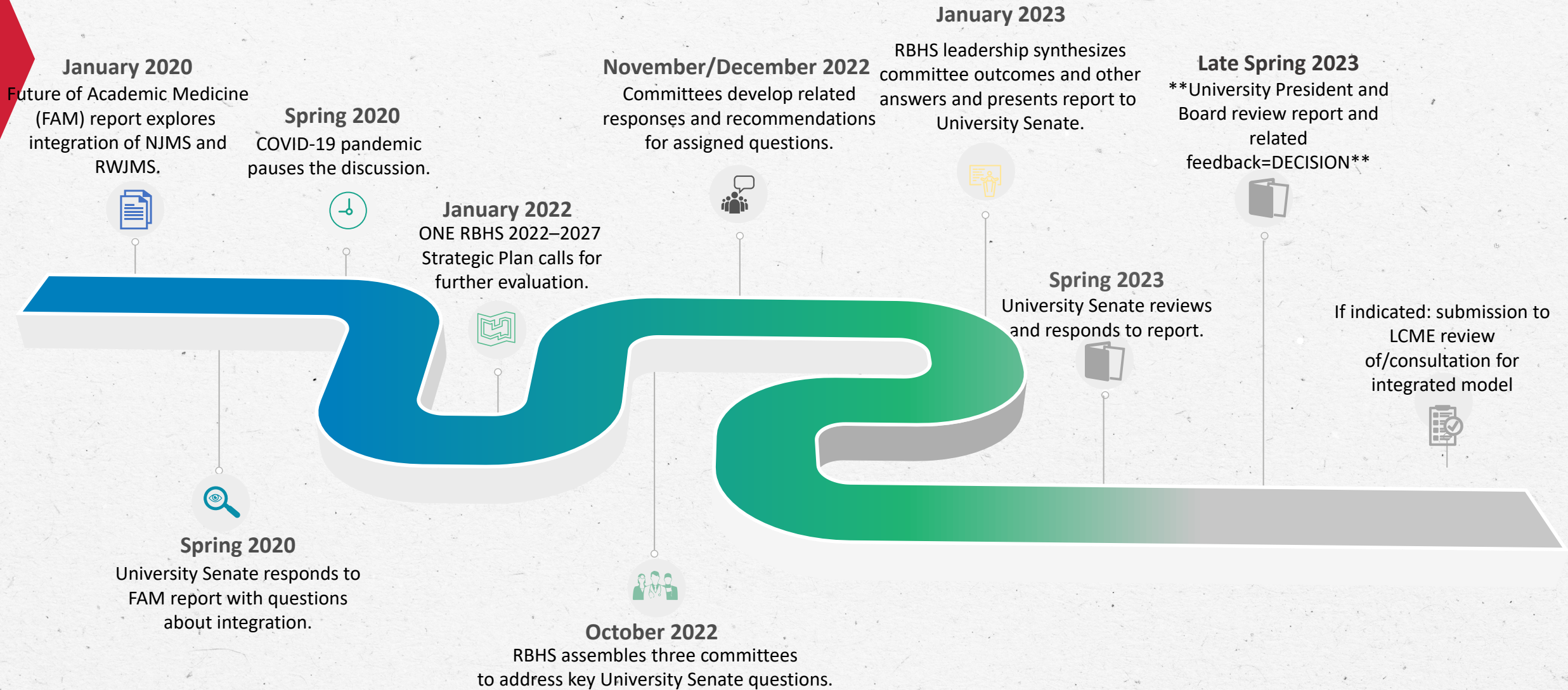
Source: Altarum analysis of monthly BLS Current Employment Statistics data.

Source:
https://altarum.org/sites/default/files/uploaded-publication-files/Altarum-HSEI-Labor-Brief_Nov_2022.pdf
Accessed: 12/7/2022

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Timeline: 2020-...?





The Questions:

- The current set of questions was derived from the original 350 Senate questions presented in March of 2020
- Some of the original questions were duplicates, overlapped with other questions, and in some cases were related to topics timely only for 2020
- The questions were consolidated, refined, and categorized in collaboration with the leadership of the Senate during the summer of 2022
- They are focused and pertain to key topics so that we can develop a document that the Senate can react/respond to

Current Phase of Review

- To facilitate this review, we have engaged with the consulting firm ECG and Dr. Janis Orlowski, an expert in LCME accreditation/AHC's for project management assistance and expert advice
- Fall, 2022:
 - Develop answers to the Senate Questions with input from faculty, staff, students, deans, administration, and surrounding communities
 - Compile responses into a report
- January 2023:
 - Deliver the document developed to the University Senate
 - Also circulate report to internal and external constituencies
- Thanks to the co-chairs of the committees, members of the senate, faculty, staff, and students who are participating in this phase for contributing their thoughts, insights, and expertise

Charge to the Committees:

- NJMS and RWJMS were originally set up by UMDNJ founding President Dr. Stan Bergen to compete with each other
- This model fostered rapid regional growth and development was apt for its time
- Is our current model sustainable in today's health care climate?
 - Health care markets are consolidating rapidly
 - Our competition is not from within, but from other hospital systems, local medical schools, and aggressive AHC's in NY and PA
 - Patients leave NJ to get advanced care, out-of-network care is very expensive, and limits options of our patients who cannot afford to travel

Key Considerations:

- We all seek a medical education program that best delivers on the promises made to our communities, the people of New Jersey, our professions, and our patients
- Neither medical school would be subordinate to the other
- Growth and investment in clinical care, research, and education is the priority without the loss of jobs, union or otherwise
- Our schools cannot easily expand their student bodies as inpatient clinical capacity cannot currently support it
- Each campus needs the hands-on presence of a local dean working collaboratively with a colleague similarly situated 26 miles away
- New tertiary and quaternary services at RWJUH in New Brunswick and UH in Newark should be planned to meet more of our patients' needs within NJ

Committees:

Admissions:

H. Liesel Copeland – Cochair
George Heinrich Cochair
Gloria A. Bachmann
Joshua M. Kaplan
Natalia L. Kellam
Sonia C. Laumbach
Payal V. Shah
Maria Soto-Greene
Carol A. Terregino
Danitza M. Velazquez

Curriculum:

Maria Soto-Greene – Cochair
Carol Terregino – Cochair
Rashi Aggarwal
Alla Fayngersh
Meigra (Maggie) Myers Chin
Amir George
Brooke K. Phillips
Archana Pradhan
Monica Roth
Michael E. Shapiro
Ranita Sharma
Christin Traba

Culture/Identity:

Charletta A. Ayers
Melissa B. Rogers
Shareif Abdelwahab
Bill Arnold
Detlev Boison
Alison L. Clarke
C. Roy Epps
Carmen L. Guzman-McLaughlin
George Hampton
Michael Kelly
Neil Kothari
M. Chiara Manzini
Mary Maples
Ana M. Natale Pereira
J. Patrick O'Connor
Jon L. Oliver
Timothy Pistell
Nikolaos Pyrsopoulos
Arnold Rabson
Frank Sonnenberg
Ian Whitehead

Administrative/Research questions:

- To provide a starting point for further discussion, initial answers to questions in the administration and research categories will be addressed by the deans and chancellor's office
- Examples include:
 - Transportation – assessment of shuttle bus service between RBHS Newark and New Brunswick campuses
 - Maintenance of separate budgets
 - Maintenance of a local dean at each campus
 - Etc.

Next Steps:

- December 19 virtual conversation for NJMS and RWJMS faculty, staff, and students
- Town Halls with Newark and New Brunswick communities
- 3 committees, RBHS administration, and medical school deans complete their input to the questions
- Report is delivered to the University Senate in January to commence next phase of review, community town hall planned
- Following the Senate process a revised report will be developed and presented for decision to the President and University Governing Boards
- Ultimately any decision about the accreditation of the medical schools will be reviewed by the LCME
- Timeline for a potential singly accredited medical school – up to five years - with first entering class of 2027

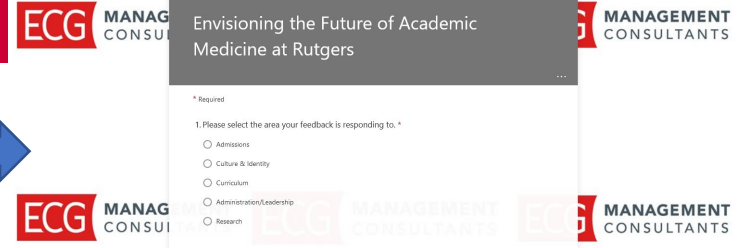


Envisioning the Future of Academic Medicine

[Process](#) [Committees](#) [Communications](#)

Communications and Feedback

Find updates about our progress, and submit your comments and feedback to help shape the process.

[Updates and Communications](#)[Provide Feedback \(External Link\)](#)

Exploring Opportunities

For nearly 10 years, Rutgers Biomedical and Health Sciences (RBHS) has thrived on cooperation among its schools and institutes, building an academic health community focused on accomplishment in research, scholarship, education, patient care, and community engagement.

In September 2022, an announcement was made regarding the revival of an inquiry started in 2019 to determine the optimal level of integration between New Jersey Medical School and Robert Wood Johnson Medical School.

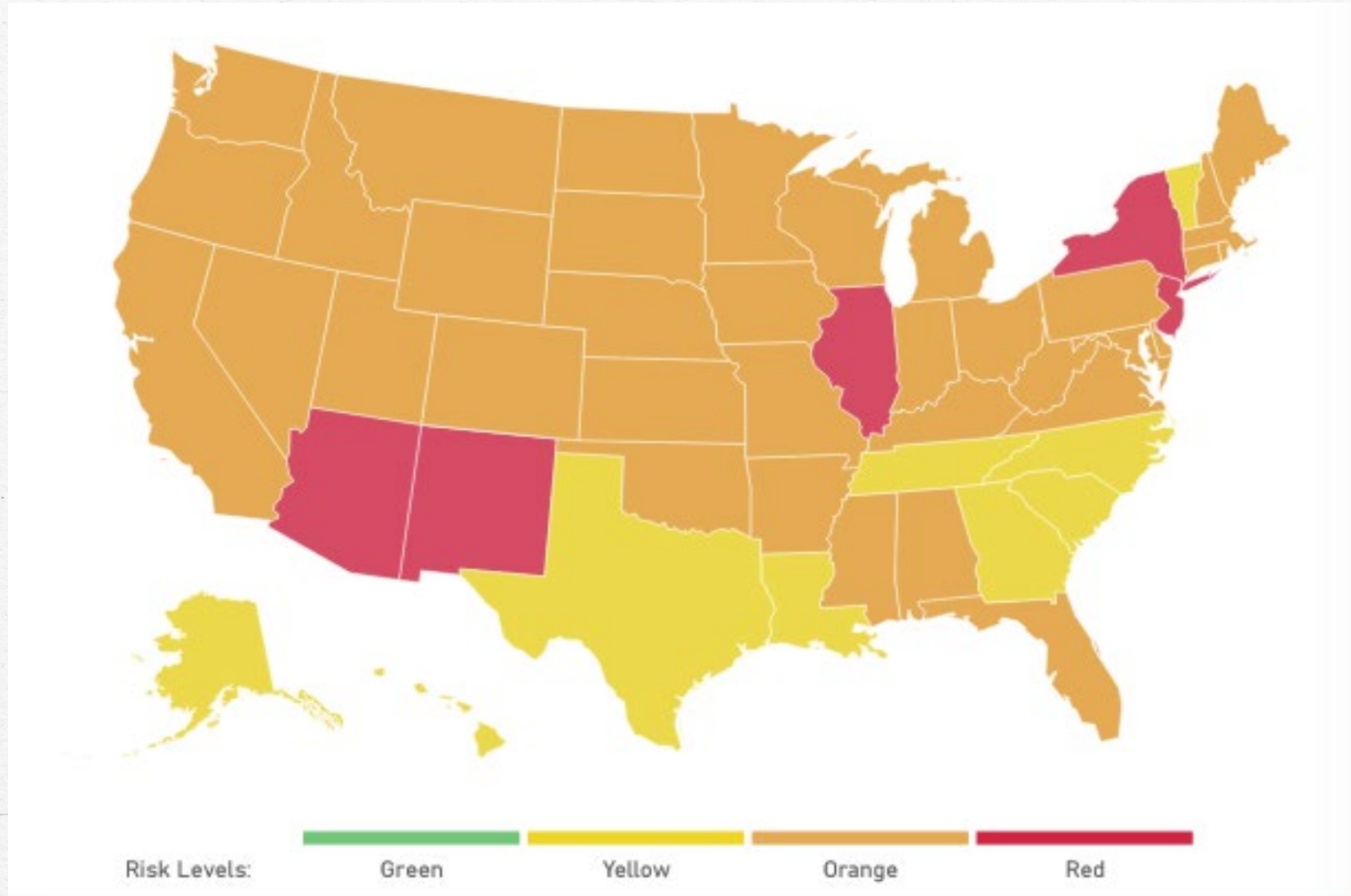
Website: <https://academichealth.rutgers.edu/envisioning-future-academic-medicine>



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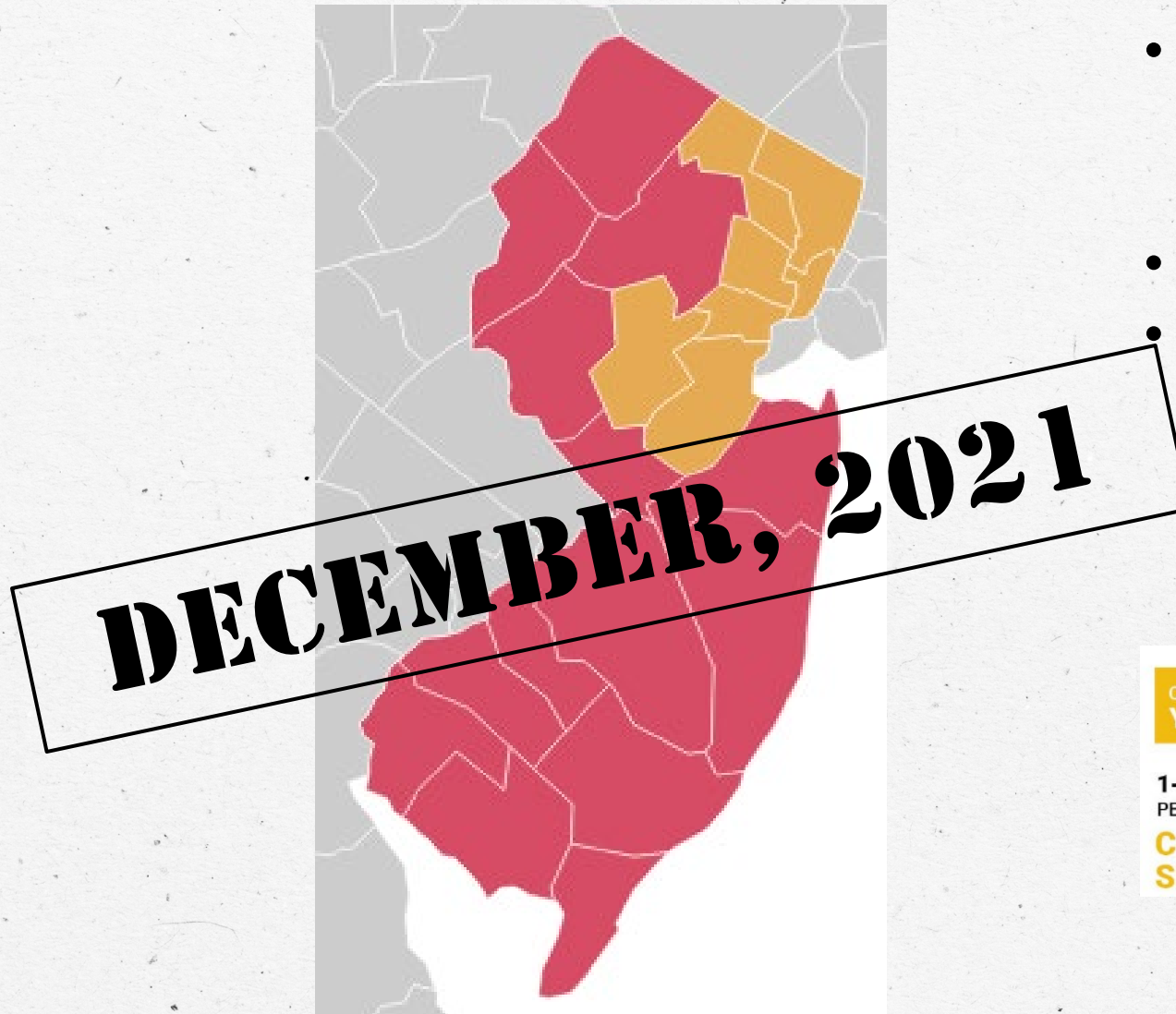
COVID-19 Risk Levels by State



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

Accessed 12/6/2022

COVID Risk Levels By County/New Jersey



- United States ranks 51st in highest COVID risk worldwide
- NJ ranks 29th of 50 States
- NJ has 26 daily new cases per 100,000 people or 2365 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 12/1/21

COVID Risk Levels By County/New Jersey



- NJ ranks 5th of 56 US States & Territories
- NJ has 26 daily new cases per 100,000 people or 2305 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
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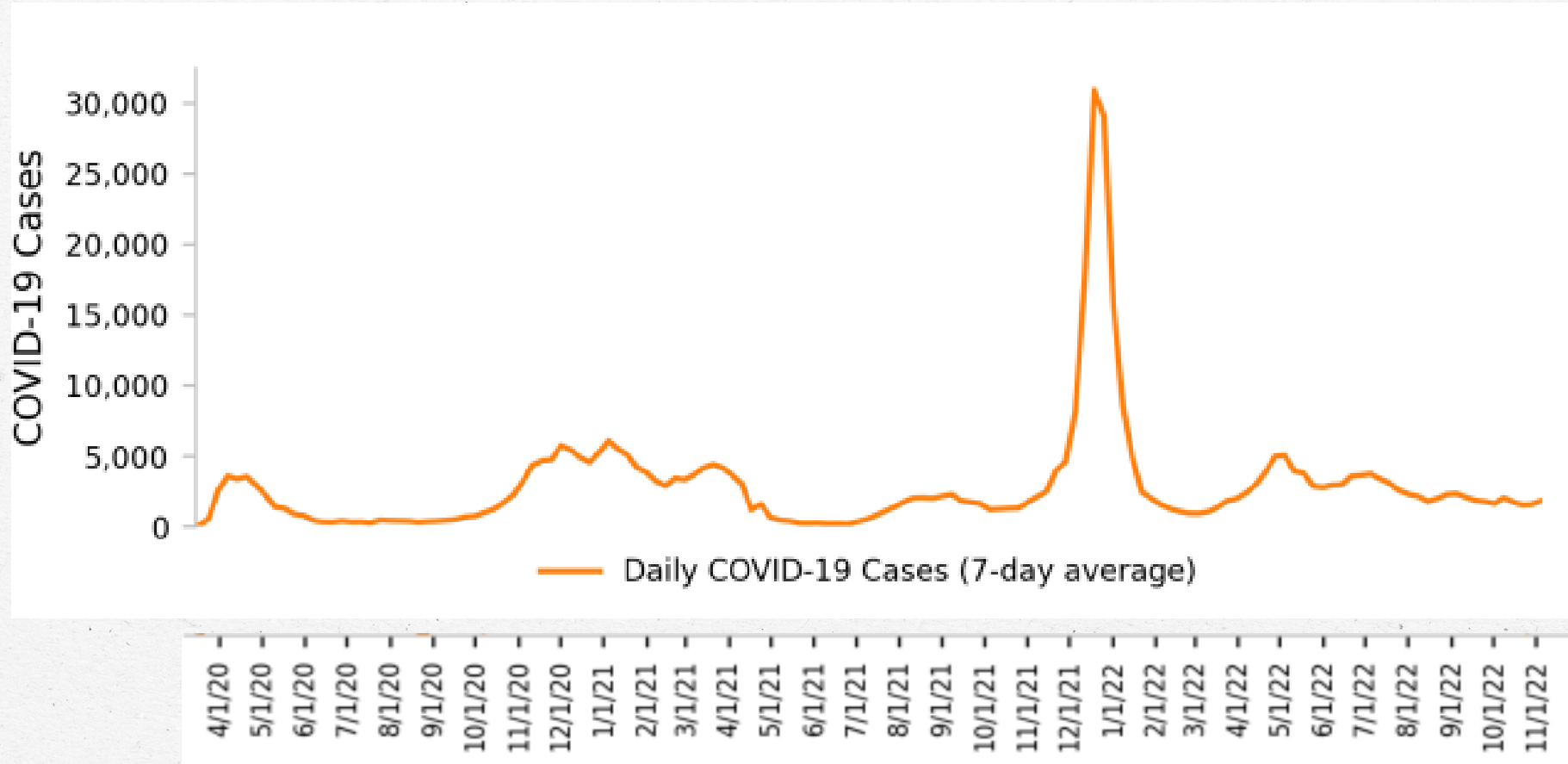
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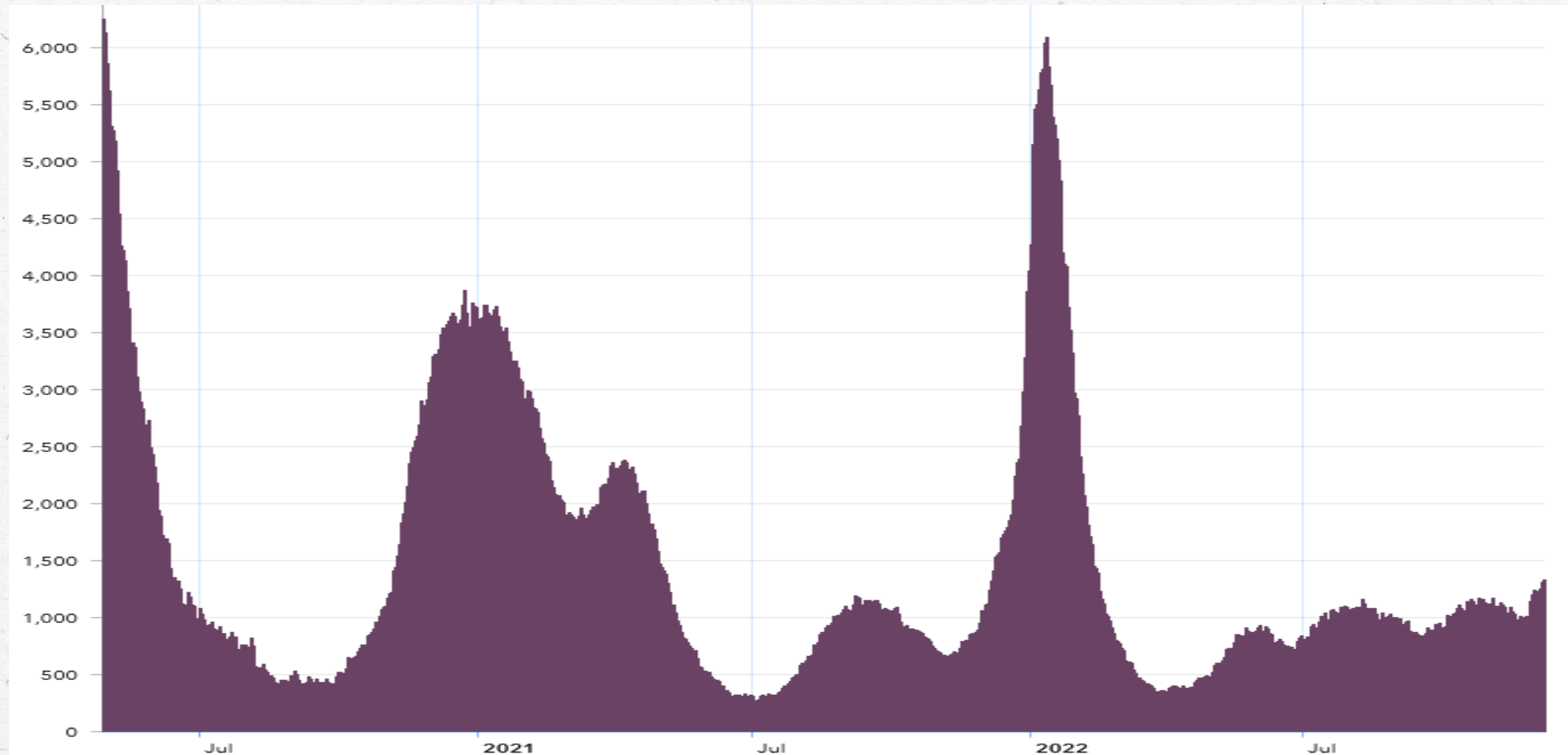
Accessed 12/6/22

NJ State Profile: Daily COVID-19 Cases



<https://healthdata.gov/Community/COVID-19-State-Profile-Report-New-Jersey/be56-b6cc>
(accessed 12/6/22)

New Jersey COVID-19 Hospitalizations



NJ COVID-19 Dashboard

<https://covid19.nj.gov/>

Accessed 12/7/22

Variant Data – New York/New Jersey

- Proportion of variants sequenced in HHS Region 2: New York/New Jersey week ending 12/3:
 - 38% BQ.1
 - 34.4% BQ1.1
 - 8.9% XBB
 - 6.9% BA.5 (*August 2022 BA.5 = 84.3%*)
 - 4.2% BF.7
 - 2.4% BN.1
 - 1.5% BA.4.6

COVID-19 Case Numbers – Global and Local

As of December 7, 2022

- Cumulative confirmed cases worldwide: 646,848,416
- Cumulative US confirmed cases: 99,131,495
- Cumulative US deaths: 1,082,728
- Cumulative NJ confirmed cases: 2,415,250
- Cumulative NJ confirmed deaths: 32,070
- Current NJ hospitalizations: 1245
- Currently on ventilators in NJ: 55
- Intensive-critical care in NJ: 148
- Statewide COVID-19 positivity 10.96% (as of 11/26/22)
- $R_t = 1.66$ (rate of transmission)

New Israeli data



The NEW ENGLAND
JOURNAL of MEDICINE

- We tolerate 20-50,000 US deaths each year from the flu
- We shut down economy when hospitalization rates from COVID were much higher, and overwhelmed healthcare infrastructure, and given case fatality rate 20x that of the flu
- New NEJM data in Omicron and vaccinated era: Paxlovid shows clear benefit, with markedly reduced rates of hospitalizations and death in those >65yo or immunodeficiency
- 2 deaths in 2500 treated patients (<0.1% mortality) is less than that of influenza in that age group
- Those <65yo had milder disease, without Paxlovid
- Between vaccines and Paxlovid, medical science has beaten this disease, if the population would adhere to recommendations

Winter Forecast – Triple Threat

- The CDC anticipates a surge of non-SARS-CoV-2 respiratory disease this winter including:
 - Influenza
 - RSV (respiratory syncytial virus)
 - Rhinovirus/enterovirus
- Plus COVID-19 continues to circulate
- Influenza hospital rates are rising with 6-14 million cases predicted
- Prevention is primarily through public health interventions:
 - Stay home when sick
 - Cover coughs and sneezes
 - Wash hands
 - Keep current on vaccinations

Present/Near Future Concerns:

- Will there be another pandemic? Yes!
 - Climate change is impacting infectious disease spread
 - Animal vector habitat loss increases likelihood of spillover
 - Public health amnesia
- What will it be?
 - Long COVID/COVID variants/other coronaviruses
 - Influenza
 - M-pox
 - Hemorrhagic fevers: Ebola travel advisory is in effect for Uganda and region), Marburg
 - Zika, encephalitis
 - ?

Our Shared Goal:

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

