



RUTGERS
BIOMEDICAL AND
HEALTH SCIENCES

Rutgers Biomedical & Health Sciences: Status Report

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RBHS Chancellor

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December 11, 2015

RBHS Status Report

- What is RBHS?
- Strategic Plan
- A Few Highlights of Progress to Date
- RBHS Goals for FY 2016

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RBHS Entities

Rutgers University–Newark

- Theoretical and applied research
- Public / private partnerships
- First-rate education in urban setting
- Close working relationship between students and faculty
- Diverse metropolitan campus, proximity to NYC

Rutgers University–New Brunswick

- Large, land-grant, AAU campus
- Broad distinction in research and scholarship
- Physical & life sciences hub
- Comprehensive offerings
- International recognition in arts and humanities

Rutgers University–Camden

- Personalized campus environment
- High-impact civic engagement
- Distinct areas of research excellence
- Engine of opportunity for families and communities
- Educational and economic impact in South Jersey and Delaware Valley



- Globally Acclaimed Brand
- Interdisciplinary & Cross-Campus Offerings
- Integrated Graduate & Professional Education
- Academic Rigor
- Broad Strength in Arts and Sciences

RBHS

- Organizationally aligned with New Brunswick
- Leader in medical, dental, and health sciences
- Clinical and research excellence
- Public / private partnerships
- Inter-professional collaboration
- Deep engagement with community
- Collaborative programs with all three campuses

**...and a major
Biological and Health
Sciences
component that is
distributed geographically
but aligned with the AAU
campus**

RBHS Entities

Schools

- Ernest Mario School of Pharmacy
- Graduate School of Biomedical Sciences
- New Jersey Medical School
- Robert Wood Johnson Medical School
- Rutgers School of Dental Medicine
- School of Health Related 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
- Rutgers Cancer Institute of NJ

Behavioral Health Care Unit

- University Behavioral Health Care

RBHS Locations Throughout New Jersey

New Brunswick

- **School of Nursing**
- **Graduate Biomedical Sciences**
- **Health Related Professions**
- **Pharmacy**
- **Public Health**
- **Robert Wood Johnson Medicine**
- Brain Health Institute
- Center for Advanced Biotechnology and Medicine
- Environmental and Occupational Health Sciences Institute
- Institute for Health, Health Care Policy and Aging Research
- Rutgers Cancer Institute of NJ
- *University Behavioral Health Care*

Newark

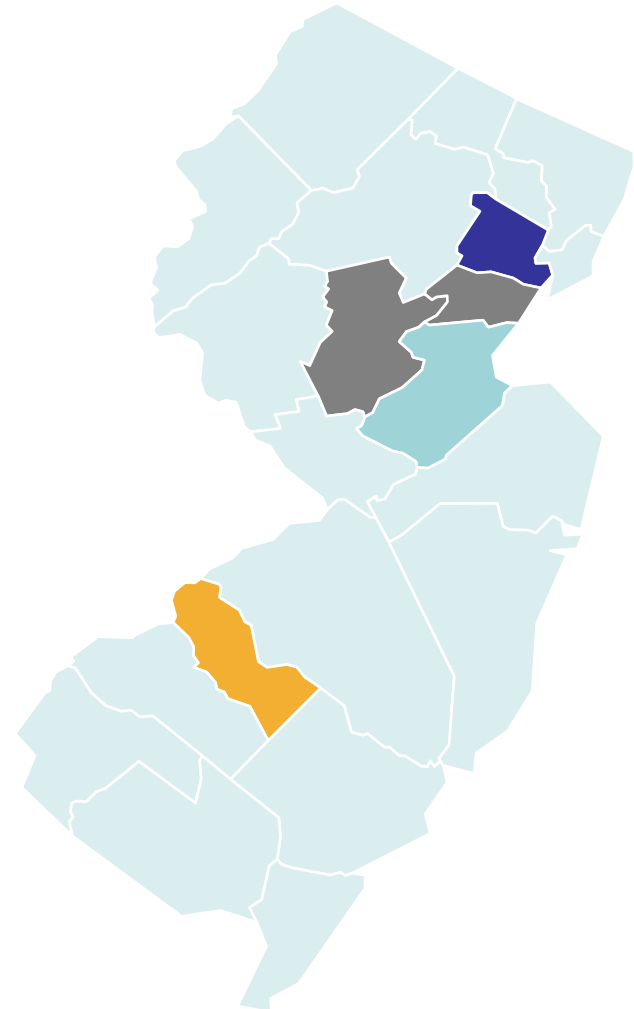
- **School of Nursing**
- **Graduate Biomedical Sciences**
- **Health Related Professions**
- **New Jersey Medical School**
- **Public Health**
- **Rutgers School of Dental Medicine**
- *University Behavioral Health Care*

Camden/Stratford

- **Health Related Professions**
- **Public Health**

Satellites

- Union County
 - **Health Related Professions**
 - **Rutgers at Scotch Plains**
- Somerset County
 - **Rutgers at Somerset**



Note: Bold font indicates schools; Non-bold font indicates centers or institutes; Italic font indicates care provider

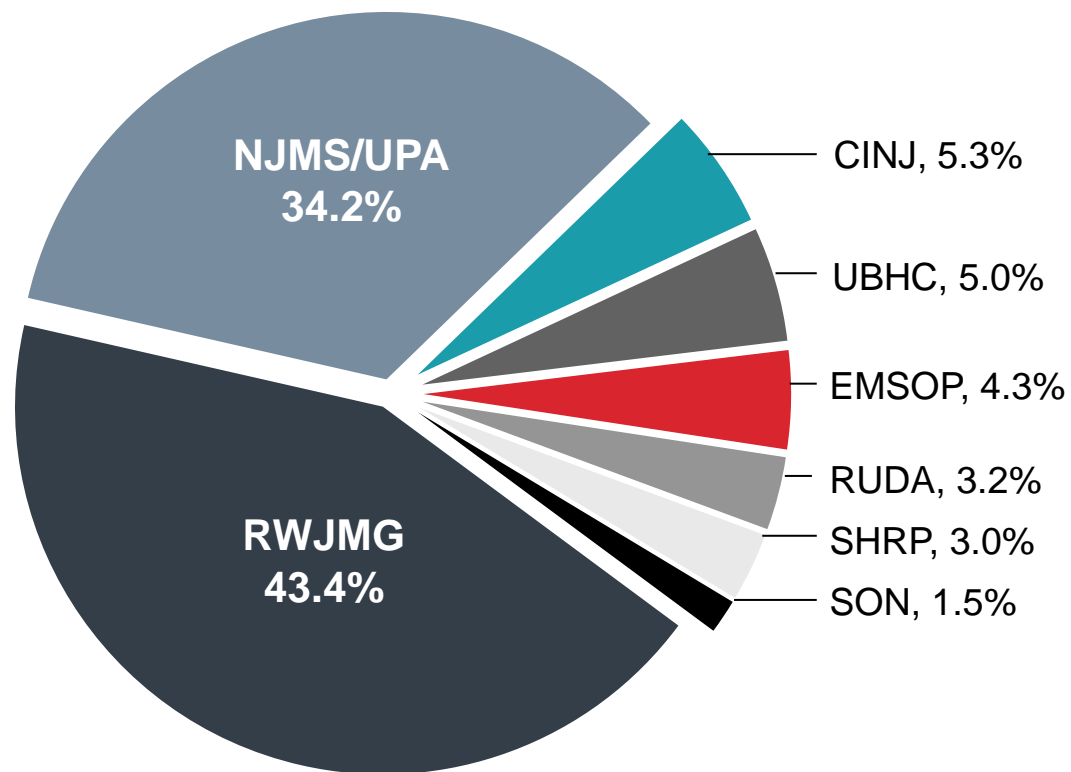
RBHS

- Faculty: Nearly 2,000 (FTE)
- Students: Approximately 7,450
- Staff: Approximately 6,500 (TFE)
- FY 2016 Budget: \$1.5B

Clinical FTE Count

Approximate Clinical Faculty FTE Count¹

RWJMG	432
NJMS	340
CINJ	53
UBHC	50
EMSOP Faculty	43
RUDA	32
SHRP FGP	30
SON FGP	15
Total	995



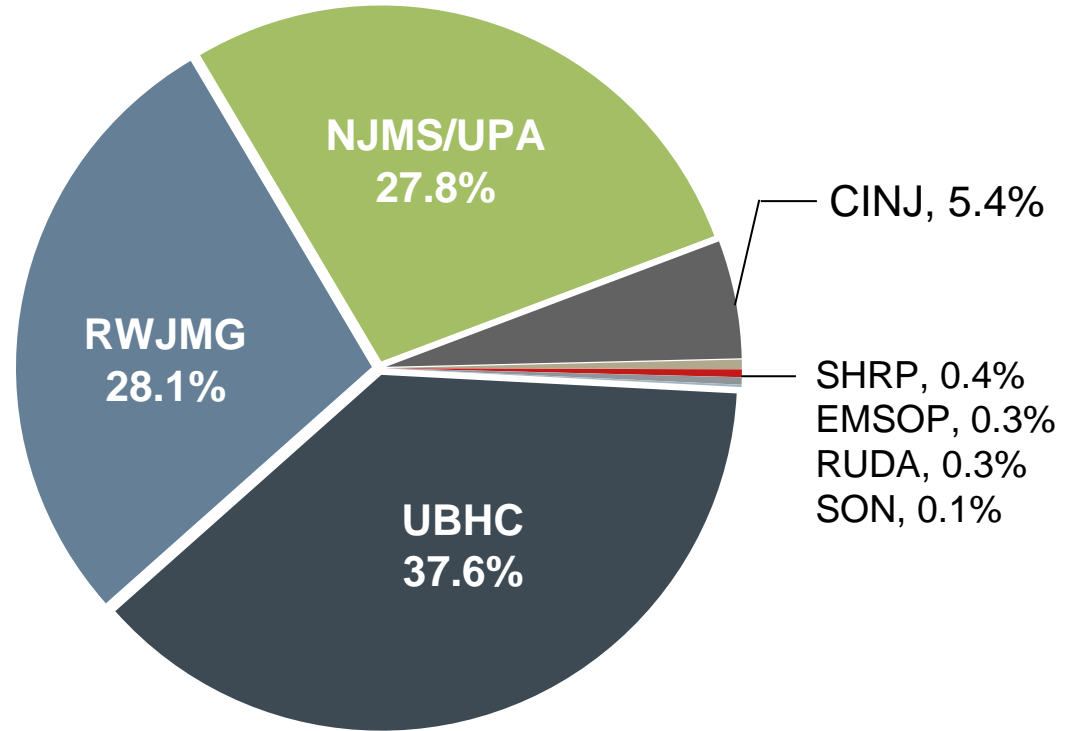
NOTE: Figures may not be exact due to rounding.

¹ Reflects RBHS component entities only (excludes impact of non-RBHS entities)

Clinical Revenue

Approximate Annual Practice Revenue (\$ in Thousands)¹

UBHC	\$260,000
RWJMG	194,000
NJMS	192,000
CINJ	37,000
SHRP FGP	3,000
EMSOP Faculty	2,400
RUDA	2,300
SON FGP	700
Total	\$691,400



¹ Figures based on information provided by each unit/practice, which may vary in their methodology for classifying revenue (i.e., whether certain revenue streams are considered part of the practice P&L).

RBHS Clinical Enterprise

- 1.7 million patient visits annually at RBHS faculty practices and clinics
- 350 clinical trials ongoing at Rutgers at any given time
- RBHS physicians include 120 ranked “top doctors” in New York Metropolitan Area
- CINJ: New Jersey’s only National Cancer Institute designated comprehensive cancer centers, one of only 45 in the nation

RBHS Status Report

- What is RBHS?
- **Strategic Plan**
- A Few Highlights of Progress to Date
- RBHS Goals for FY 2016

Goal

- Build one of the best academic health centers in the country
- Purpose of the plan was to focus on RBHS-wide activities, complementing but not replacing school- and profession-based activities

Aspiration Statement

RBHS will be recognized as one of the best academic health centers in the U.S., known for its education, research, clinical care, and commitment to improving access to health care and reducing health care disparities.

This will be achieved through dedication to elevated standards of excellence and innovation, interprofessional collaboration and integration, and deep engagement with the community.

Identity Statement

RBHS leads Rutgers' efforts to be a state, national, and international leader in the biomedical and health sciences and their related professions. The approach incorporates insights from laboratory sciences and the clinical, behavioral, public health, and social sciences, as well as from non-health care disciplines, including business, economics, engineering, law, the arts and the humanities. RBHS will advance population-based, value-driven health care by building on its recognized clinical and research excellence, engaging with local and global communities, taking advantage of and strengthening its uniquely diverse workforce, and realizing interprofessional synergies among its schools and institutes. Further, RBHS will strengthen its many professional ties with state and federal governments and foster new public-private partnerships with industries critical and vital to New Jersey's economy.

RBHS Strategic Plan: Key Initiatives (1)

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

RBHS Strategic Plan: Key Initiatives (2)

- **Educational initiatives**
 - Novel approaches to teaching
 - Interprofessional education
 - Undergraduate health-related education
 - Underrepresented minority group pipeline programs
 - Leadership training
 - Joint degree programs
 - Professional and continuing education

RBHS Strategic Plan: Key Initiatives (3)

- **Clinical initiatives**
 - Branding
 - Clinical partnerships
 - Accountable care organization
 - Patient access initiative
- **Community Service**

RBHS Strategic Plan: Key Initiatives (4)

- **Integration among schools and across Rutgers**
 - Joint degree programs
 - Professional and continuing education
 - Public health, including global health
 - Nursing merger
 - Joint clinical chairs
 - Designing the multi-professional faculty practice of the future
 - Reorganizing and strengthening PhD programs in biomedical sciences
 - Reorganizing the basic sciences across Rutgers
 - Roles of centers and institutes

RBHS Strategic Plan: Key Initiatives (5)

- **Other enabling structures**
 - Advancing institutional stature
 - Faculty development
 - Facilities
- **Financial and development strategies**
 - RBHS administrative challenges and financial improvement strategies
 - Funding the strategic plan

Academic Aims

- Build leadership team
- Reorganize schools and departments (per Senate)
- Recruit permanent deans and directors, department chairs, senior scientist leaders
- Implement process for faculty appointments and promotion
- Pilot new department chair model; single department chair for the same department in different schools
- Retention of key faculty
- Recruit Chancellor Scholars

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Progress in Implementing the RBHS Strategic Plan

- For details regarding progress and achievements:
<http://rbhs-stratplan.rutgers.edu/implementation/progress-implementing-rbhs-strategic-plan-initiatives>

Recruitment: Key Leadership Searches (1)

- **Senior Vice Chancellor for Finance and Administration (completed)**
- **Vice President for Development (completed)**
- **Geographically-based provosts (completed)**
- **Senior Vice Chancellor for Academic Affairs (opportunity)**
- **Director for new institute of clinical and translational research and leader for CTSA application (completed)**
- **Dean searches**
 - School of Public Health (completed)
 - School of Health Related Professions (completed)
 - Robert Wood Johnson Medical School (completed)

Recruitment: Key Leadership Searches (2)

- **Institute Directors**

- Brain Health Institute (completed)
- Institute for Health, Health Care Policy and Aging Research (postponed)
- Environmental and Occupational Health Institute (FY16)
- Center for Advanced Biotechnology and Medicine (internal and external review underway)

Recruitment: Key Leadership Searches (3)

- RWJMS Chair of Medicine (completed)
- RWJMS Senior Associate Dean for Translational Research (completed)
- Joint Chair of Neurology (NJMS and RWJMS) (completed)
- Joint Chair of Pathology (NJMS and RWJMS) (completed)
- Director of Global Health for RBHS and Henry Rutgers Professor of Global Health (search well underway)
- Director of Bioethics for RBHS and Henry Rutgers Professor of Bioethics (search well underway)

Chancellor Scholars

- Manuel Jimenez, MD, MSHP (2014)
- Mark Siracusa, PhD (2014)
- Fredric Wondisford, MD (2015)
- Sally Radovick, MD (2015)
- Karen Edelblum, PhD (2015)
- Aimee Beaulieu, PhD (2016)
- Molly Erickson, PhD (2016)
- Reynold Panettieri, MD (2016)
- Chen Liu, MD, PhD (2016)

AAUP-BHSNJ Contract Signed

- New AAUP-BHSNJ contract signed in November
- Contract term: July 1, 2013 – June 30, 2018
- Includes across the board salary increases (2014 and 2015), merit increases (2016 and 2017), lump sum payments to faculty who were members of the collective negotiations unit as of July 1, 2013
- RBHS Provosts Carson and Wieder are meeting with faculty, chairs, and promotions committees to review new appointment and promotion process and new promotion criteria

Rutgers School of Nursing Ranking Rises in *US News & World Report*

- Post integration, Rutgers School of Nursing now ranks 25th out of 246 graduate nursing schools nationwide according to the *US News & World Report* rankings
- Up from 79th position in 2011
- SON combines undergraduate education with advanced clinical practice training and nursing science
- Integrated SON is one of the largest in the country with 115 fulltime faculty, 1829 students, and 10,710 alumni



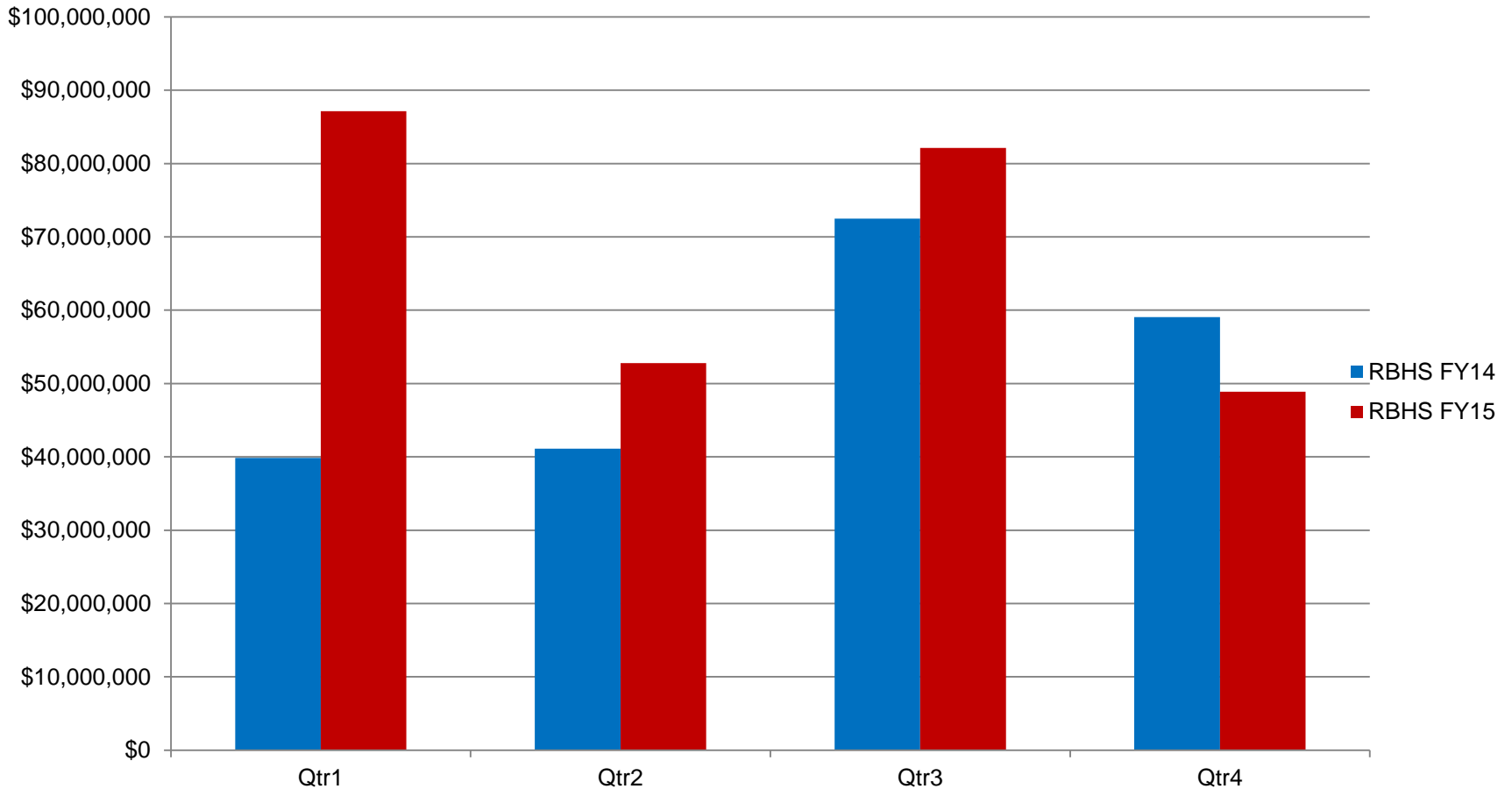
Corporate Integrity Agreement

- **The Office of the Inspector General of the US Department of Health and Human Services has notified RBHS that it has fulfilled its requirements (Sept 2009 through Sept 2014)**
 - RBHS is released from reporting requirements
 - Will continue the robust health care compliance program developed over the last six years

Clinical Initiatives

- Master affiliation agreements with principal teaching hospitals, hospital mergers, restructuring in Newark
- Multi-specialty, multi-professional faculty practice plan in development
- Dual chairs for clinical appointments for RWJMS and NJMS departments
- Creation of a central call center for RWJMS patients is leading to greater efficiency, increased patient appointments, and increased clinical revenue
- The creation of a public-facing Rutgers health brand will unify the Rutgers clinical health enterprise

RBHS Extramural Awards: FY14 and FY15

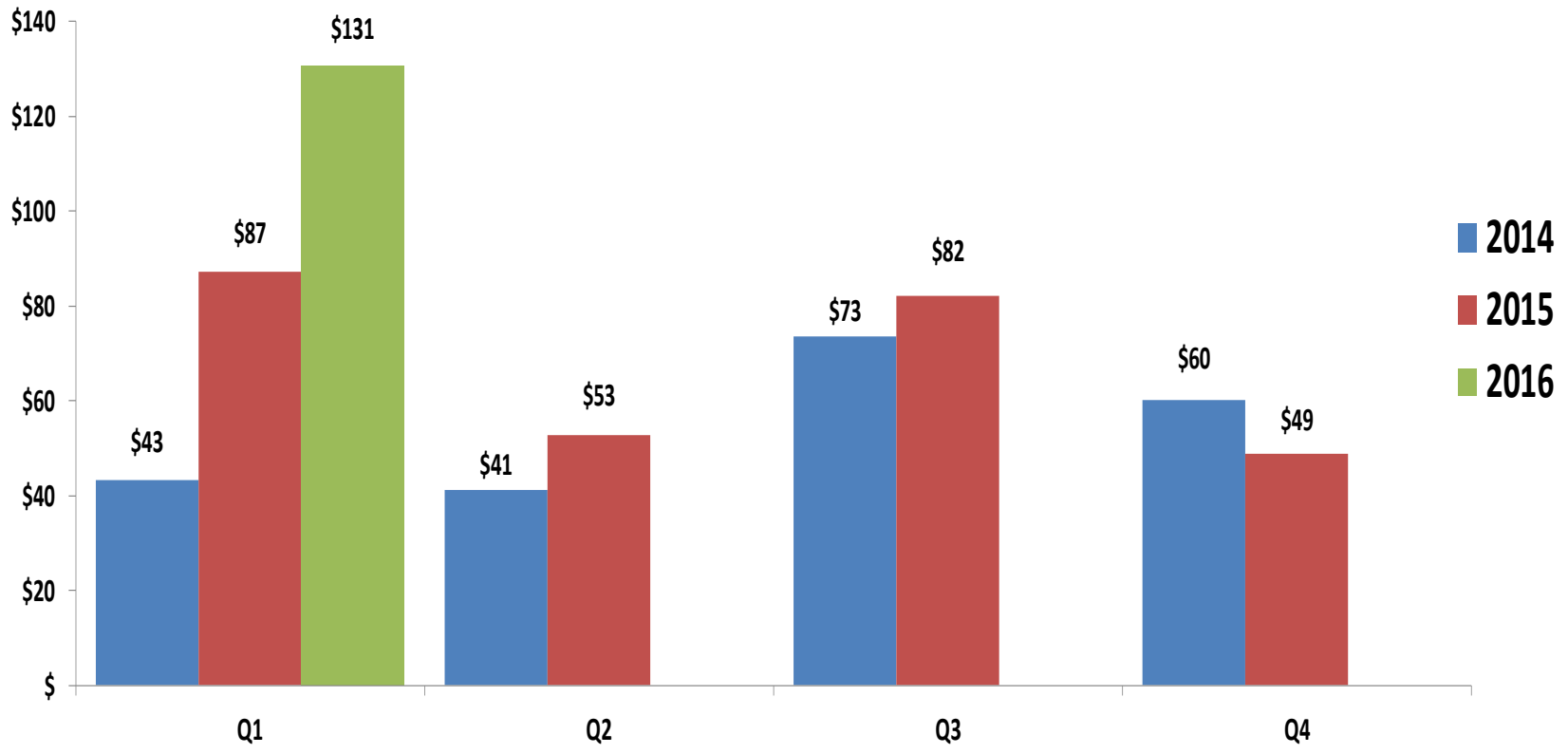


****The increase in extramural awards, from FY14 to FY15, was 22.6% (from \$221M to \$271M)****

RBHS Extramural Awards: First Quarter FY 2016

*****First Quarter Awards Increased by \$44M (50%)*****

In Millions



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FY 2016 Goals (1)

- Develop RBHS capital master plan
- Launch Rutgers Health brand
- Develop multi-specialty, multi-professional faculty practice plan
- Complete financial turnaround, including refinement of RCM costs and charges, and bringing each unit to breakeven or better
- Enforce national faculty search policies to attract and appoint best available faculty
- Implement appointment and promotion, mentoring, and evaluation processes for faculty

FY 2016 Goals (2)

- Recruit leader for EOHSI
- Recruit leader for UBHC
- Complete CAPR review of role of CABM
- Update school bylaws to reflect new contract and processes
- Oversee installation of EHR in NJMS/SON
- Begin academic enhancement in RWJMS, in partnership with RWJUH
- Complete MAA between NJMS and Newark Beth Israel
- Initiate systematic internal and external school/institute review process

FY 2016 Goals (3)

- **Recruit tenure track investigators in signature and complementary areas**
- **Prepare for Clinical and Translational Science Award application**
- **Increase the number of NIH submissions and awards**
 - Sponsor RBHS-wide granting seminar in Spring 16
 - Identify/target new grant opportunities
 - Develop new research collaborations
 - Submit T32s in signature areas

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