



RUTGERS
BIOMEDICAL AND
HEALTH SCIENCES

Rutgers Biomedical & Health Sciences: Report to the University Senate

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RBHS Chancellor
Executive Vice President for Health Affairs
December 9, 2016

RBHS: Report to the University Senate

- Background & Introduction
- RBHS Strategic Planning
- Faculty Development
- Financial turnaround
- Internal Integration
 - Joint chairs
 - Rutgers Health and Rutgers Health Group
- External partnerships
- RBHS leadership appointments & searches
- FY17 Goals

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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 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

Behavioral Health Care Unit

- University Behavioral Health Care

Rutgers Health

Rutgers Health
Rutgers Health Group

Established
in 2016

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

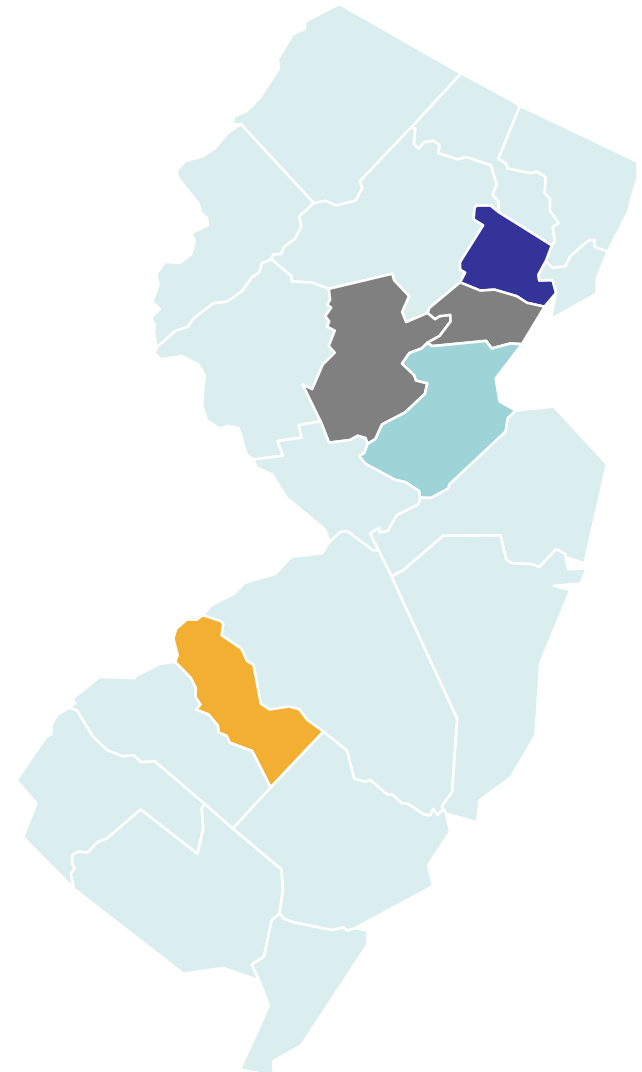
- **School of Nursing**
- **Graduate Biomedical Sciences**
- **Health Related Professions**
- **New Jersey Medical School**
- **Public Health**
- **Rutgers School of Dental Medicine**
- Institute for Infectious and Inflammatory Diseases
- *University Behavioral Health Care*

Camden/Stratford

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

Satellites

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



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My Stated Goal 3 Years Ago

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





- It is likely that our healthcare system has never gone through such rapid technological and organizational change
- To achieve our institutional goals we need to avoid just catching up, and take advantage of the changing environment to vault ahead of the competition

RBHS Strategic Plan

- Goal: build one of the best academic health centers in the country
- Focus on RBHS-wide activities, complementing but not replacing school- and profession-based activities
- Developed with input from more than 5,000 faculty, staff, and students (surveys and working groups)
- Strategic Planning Steering Committee is now chaired by Cecile Feldman, DMD, MBA – Dean, School of Dental Medicine after departure of Bob DiPaola (Director CINJ)

RBHS Strategic Plan: Selected 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 and development
 - Informatics
 - Public health, including global health

RBHS Strategic Plan: Selected Key Initiatives (2)

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



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AAUP-BHSNJ Contract Signed

- AAUP-BHSNJ contract signed in November 2015
- Contract term: July 1, 2013 – June 30, 2018
- Included 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
- New research incentive program implemented
- New appointments and promotions guidelines being implemented
- All RBHS faculty have selected one of the new faculty tracks
- New one-year clinical incentive program in RWJMS

Faculty Mentoring Program

- Providing faculty with mentoring to inspire a career of research/scholarship, teaching, and clinical care
- Naming of mentors required in all new offer letters
- RBHS Provosts appointed a mentoring committee chaired by Dr. Anne Mosenenthal (NJMS) and Dr. Kitaw Demissie (SPH)
- Faculty survey demonstrates support for building a culture of mentorship at RBHS (n=535)
- May 4, 2016 day-long symposium, “Building a Culture of Mentoring”, Women’s Leadership Symposium planned for 2017

Leadership Development Programs

- RBHS faculty are participating in national leadership development programs including:
 - Executive Leadership in Academic Medicine (ELAM)
 - AAMC Council of Deans Fellowship
 - HERS Leadership Institute
 - Rutgers Leadership Academy

Rutgers University Biostatistics & Epidemiology Services Center (RUBIES)

- A new center within the Chancellor's Office to provide statistics, programming, and data analysis services to RBHS investigators
- Supported by fees, RUBIES services include: data cleaning, statistical programming, study design, data analysis and interpretation, technical report preparation, production of statistical summaries, tables and graphs
- Administrative Director - Don Alderson
 - Former Executive Director in Global Risk and Analysis at Morgan Stanley
- Faculty Director - Pamela Ohman Strickland, PhD
 - Associate Professor, Biostatistics, School of Public Health

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Upon my arrival December 2013:



RBHS was budgeted for FY14 to have a balanced budget, but was on a trajectory to have an actual FY14 deficit of \$54M

Financial Turnaround

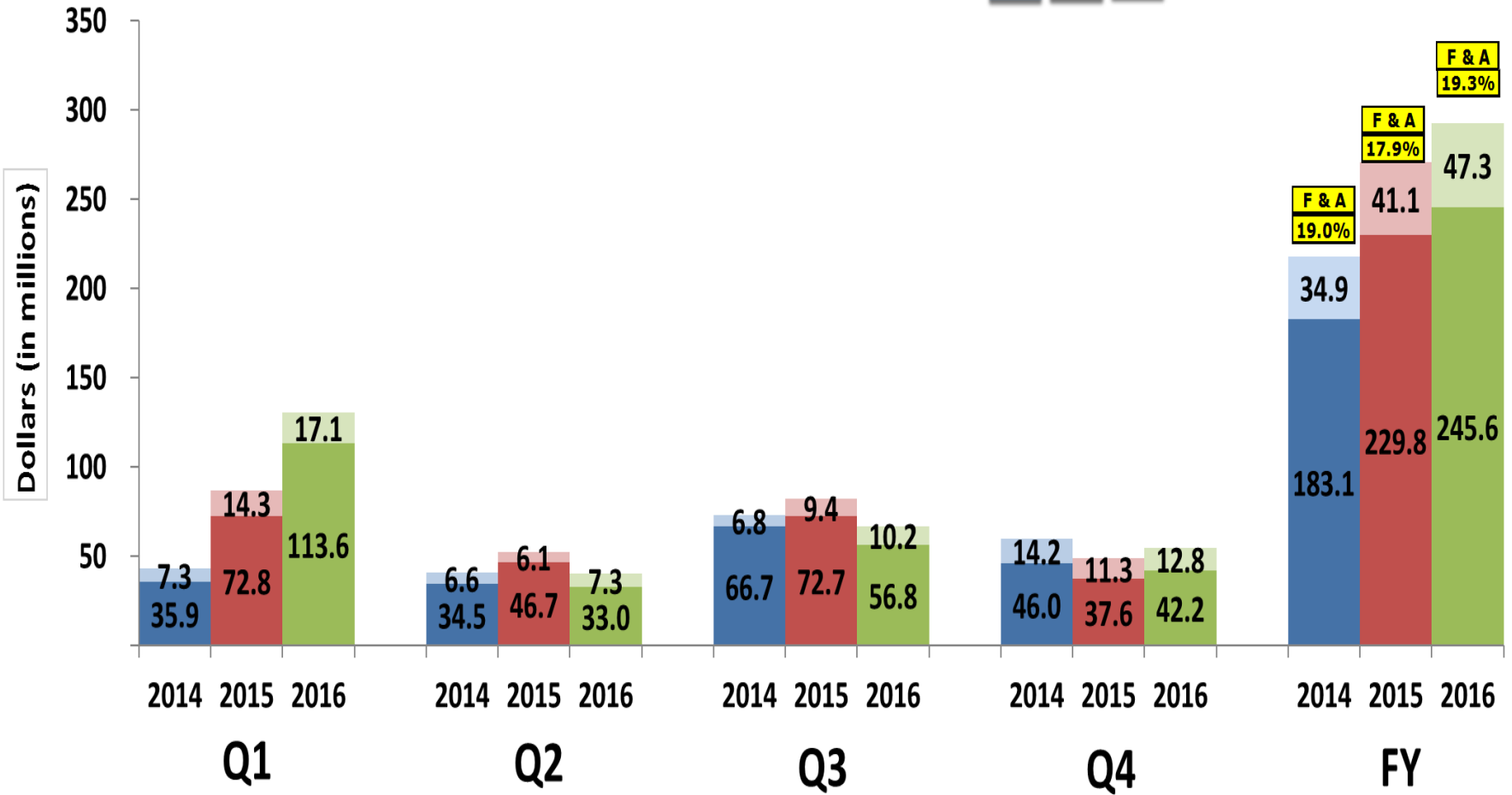
- In FY 2014, financial results ended with a \$19.6M deficit and a FY15 \$24M budgeted deficit
- In FY 2015, RBHS financial results showed a \$552K surplus
- This reflects a \$20.1M (103%) and \$24.5M (102%) improvement respectively for FY14 and FY15, respectively
- In FY2016, projected financial results show a \$0.6M surplus as compared to an \$18.5M budgeted deficit. This reflects a \$19.1M (103%) improvement
- For FY 2017 we are projecting a break-even budget

Interventions to Achieve Financial Turnaround

- Accounting corrections
- Expenditure controls
- Increasing revenue
 - Clinical
 - Grants

RBHS - FY16

Indirect - ■ ■ ■
 Direct - ■ ■ ■ Quarterly Award Data



* Q4 includes updates from previous quarters.

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Joint Chair Appointments

- Joint Chair of Radiation Oncology (NJMS and RWJMS) Bruce Haffty, MD – prior to integration
- Joint Chair of Neurology (NJMS and RWJMS) – Suhayl Dhib-Jalbut, MD
- Joint Chair of Pathology (NJMS and RWJMS) – Chen Liu, MD, PhD

Other Integration

- Merged College and School of Nursing
- Reorganized School of Public Health vis-a-vis medical schools
- Reorganized continuing education

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Rutgers Healthcare Entities

Approximate Clinical Faculty FTE Count¹

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

Approximate Annual Practice Revenue (\$ in Millions)²

UBHC	\$260
RWJMG	194
NJMS	192
CINJ	37
SHP FGP	3.0
EMSOP Faculty	2.4
RSDM/RUDA	2.3
SON FGP	0.7
Total	\$691.4

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

² 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).

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)**

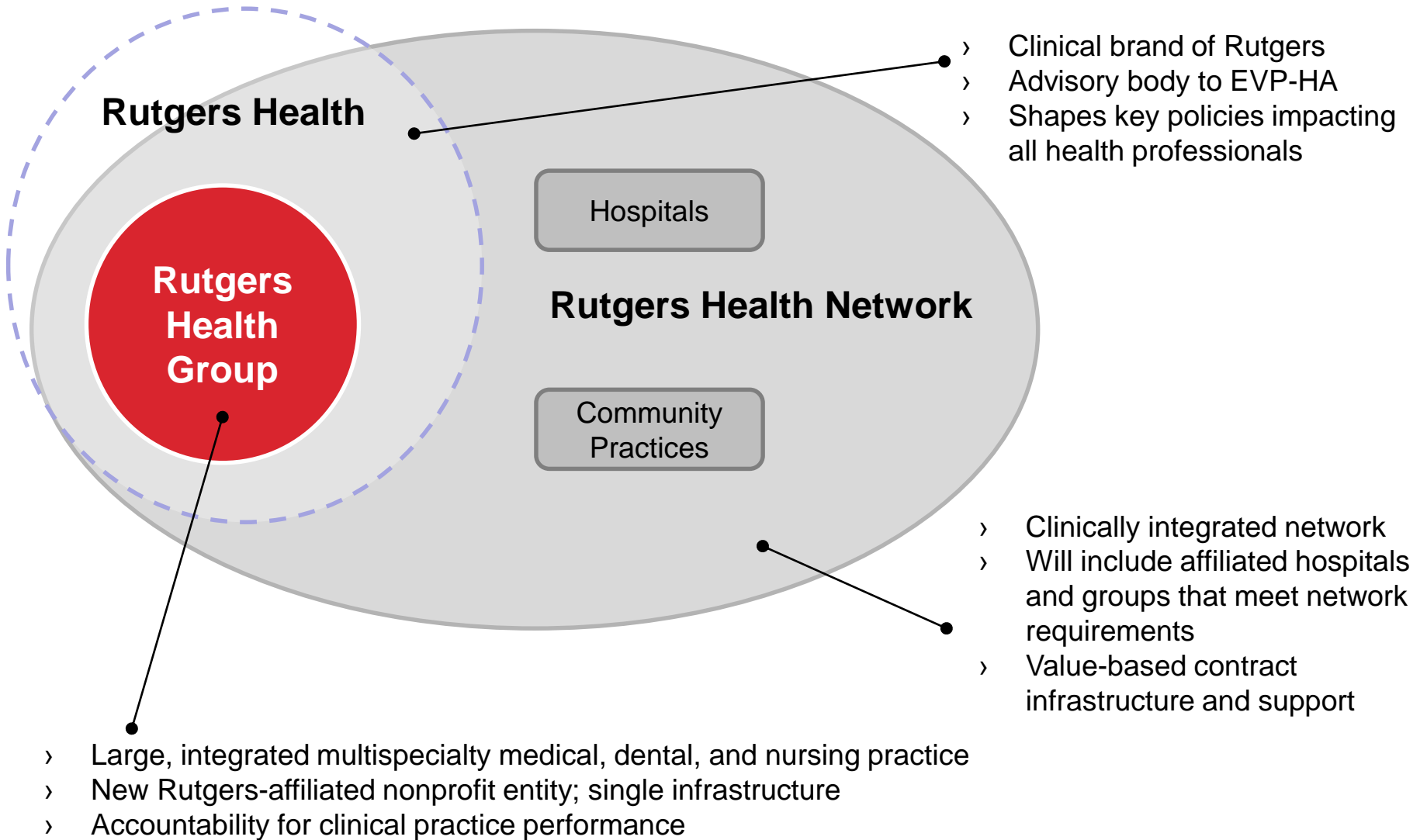
By 2016

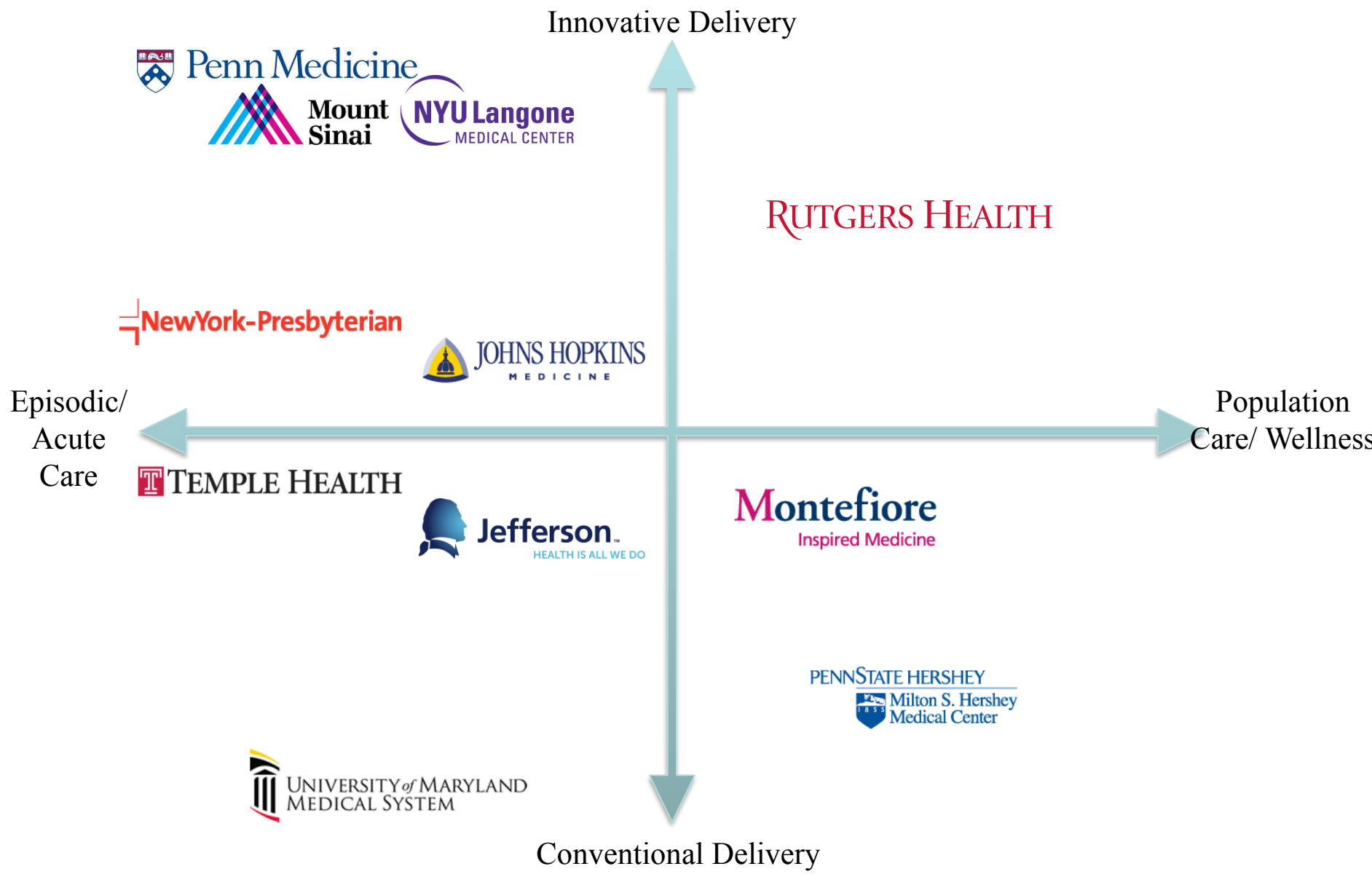
30 % of Medicare reimbursement through alternative payment models
85 % of all Medicare payment tied to quality or value

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 Branding Strategy: Positioning



Brand Positioning Statement

Rutgers Health is revolutionizing health and wellness by combining an unprecedented scope of education, research and clinical care with a single focus: to help people and populations get well and stay well.

RUTGERS HEALTH

In 2016, the Board of Governors endorsed a new umbrella brand for all the patient-facing components of the University's new health care division "Rutgers Health" and a new inter-professional statewide faculty practice plan "Rutgers Health Group"

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

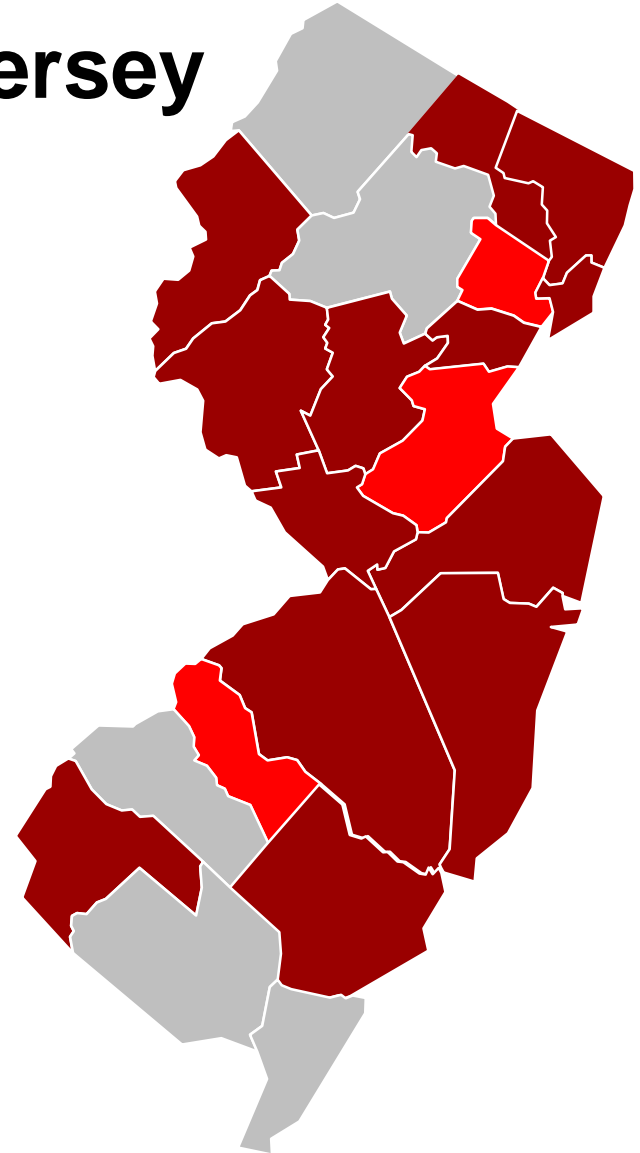
- Robert Wood Johnson Medical School
- School of Health Professions
- School of Nursing
- Ernest Mario School of Pharmacy
- School of Social Work
- Graduate School of Applied and Professional Psychiatry
- University Behavioral Health Care
- Cancer Institute of New Jersey

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.

Rutgers Health – University Dental Associates

- New Rutgers Health Group dental practice site opened at 135 Somerset Street, New Brunswick
- State of the art dental care in a private practice setting
- School of Dental Medicine faculty provide services from family dentistry to complex, specialty care
- Open to new patients - 732-235-5050



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Our Partners:



- New Jersey's largest health care system and one of the largest health care systems in the United States
- New system aligns perfectly with RBHS and supports our strategic plan
- \$4.5 billion revenues; 260,000 inpatient visits; 2 million outpatient visits; 26,000 births; 9,000 physicians; 1,000 residents & interns
- Groundbreaking for RWJBarnabas Athletic Performance Center - \$18 million investment
- Joint Recruitment of CINJ Director

Principal Teaching Hospitals

- Renegotiated Master Affiliation Agreement (MAA) with University Hospital
- Signed a new MAA between RWJMS and RWJUH, benefiting both and establish a new tone of partnership
- New CINJ agreement with University Hospital(Newark)
- Renegotiated Clinical Services and Graduate Medical Education Agreements with University Hospital (Newark)
- Partnership negotiations underway between RBHS & Robert Wood Johnson/Barnabas

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RBHS Leadership Appointments - 2016

- President & CEO University Behavioral Health Care - Frank Ghinassi, PhD
- Director of Global Health for RBHS and Henry Rutgers Professor of Global Health – Richard Marlink, MD
- Vice Chancellor for Clinical & Translational Research – Reynold Panettieri, Jr., MD
- Director Cancer Institute of New Jersey & Vice Chancellor Cancer Programs - Steven Libutti, MD

RBHS Leadership Appointments

National Searches AY 2016

- Director, Cancer Institute of New Jersey (complete)
- Dean, School of Public Health – search committee finalists visiting campus
- Director of Development/Rutgers University Foundation Vice President – finalists visiting campus
- Director of Bioethics & Henry Rutgers Professor of Bioethics
- Director, EOHSI & Chair, SPH Dept. of Environmental and Occupational Health

RBHS Leadership Appointments

- Searches Beginning in late Fall of 2016:
 - Director of Center for Advanced Biotechnology & Medicine
 - Institute for Health, Health Care Policy & Aging Research
 - Director - Opioid Addiction Center

RBHS Leadership Appointments

RBHS 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)
- Sherine Gabriel, MD, MSc (2016)
- Reynold Panettieri, MD (2016)
- Chen Liu, MD, PhD (2016)

Recruits are coming to RBHS from:

MAYO
CLINIC



Memorial Sloan Kettering
Cancer Center

Montefiore



UPMC

University of Pittsburgh
Medical Center



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

Tufts Medical
Center



MUSC
MEDICAL UNIVERSITY
of SOUTH CAROLINA



FOX CHASE
CANCER CENTER

TEMPLE HEALTH

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FY 2017 Goals (1)

- Finalize RBHS Capital Master Plan
- Implement Rutgers Health Group
- Launch Rutgers Health brand
- Complete financial turnaround, including refinement of RCM costs and charges, bringing each unit to breakeven or better
- Implement approved A&P, mentoring, and evaluation processes
- Continue national searches for open faculty positions

FY 2017 Goals (2)

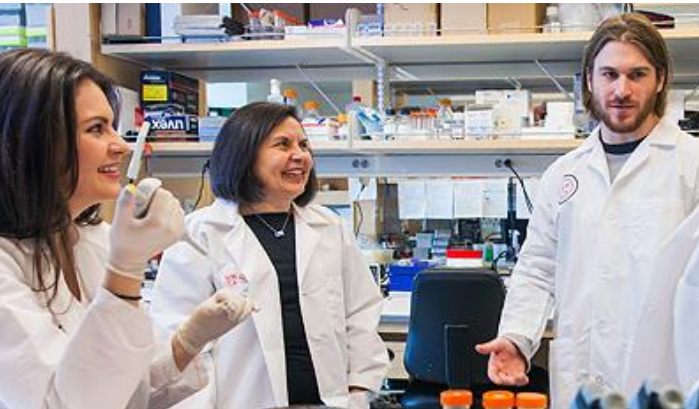
- Complete open searches and launch searches for CABM and IFH
- Update bylaws to reflect new contract
- Develop and negotiate with union new RHG clinical incentive plan
- Finalize partnership agreement with Robert Wood Johnson/Barnabas Health
- Complete school/institute reviews:
 - CABM (completed)
 - School of Dental Medicine
 - Graduate School of Biomedical Sciences

FY 2017 Goals (3)

- Prepare for CTSA: Clinical & Translational Science Award
- Increase the number of NIH submissions and awards
- Sponsor RBHS-wide granting seminar in Spring 2017
- Recruit tenure track investigators in signature and complimentary areas
- Others?

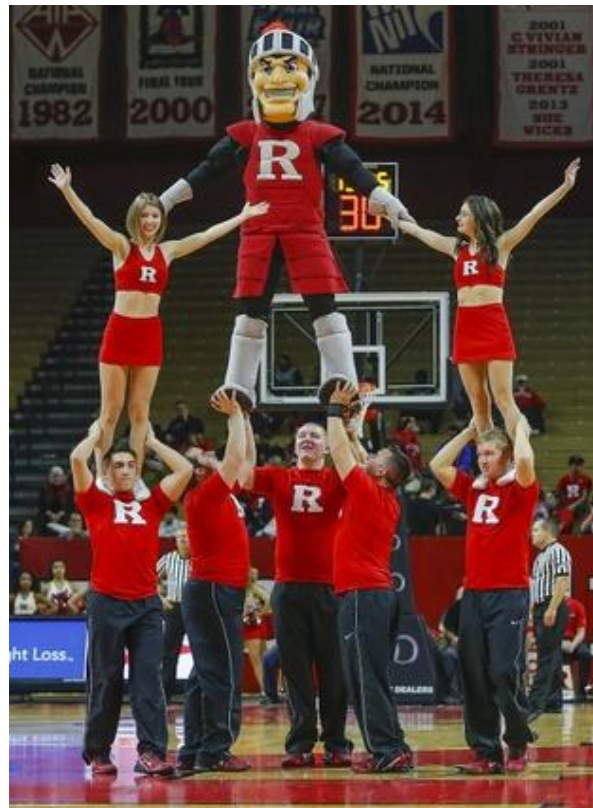
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To Achieve This:

We need to avoid just catching up, and vault ahead of the competition.



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