Rutgers Biomedical & Health Sciences: Strategic Plan

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RBHS Chancellor
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Rutgers, The State University of New Jersey
RBHS Strategic Plan

• The RBHS Strategic Planning Process
• The RBHS Strategic Plan
RBHS Strategic Plan

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- The RBHS Strategic Plan
Overview: Universitywide Strategic Plan

**Aspiration:** To be broadly recognized as among the nation’s leading public universities: preeminent in research, excellent in teaching, and committed to community.

**Integrating Themes**
- Cultures, Diversity, and Inequality – Local and Global
- Improving the Health and Wellness of Individuals and Populations
- Creating a Sustainable World through Innovation, Engineering, and Technology
- Educating Involved Citizens and Effective Leaders for a Dynamic World
- Creative Expression and the Human Experience

**Strategic Priorities**
- Envision Tomorrow’s University
- Build Faculty Excellence
- Transform the Student Experience
- Enhance Our Public Prominence

**Foundational Elements**
- Strong Core of Sciences and Humanities
- Inclusive, Diverse, and Cohesive Culture
- Effective and Efficient Infrastructure and Staff
- Financial Resources Sufficient to Fund our Aspirations
- Robust Shared Governance, Academic Freedom, and Effective Communication
Strategic Planning Goals

• Enable RBHS to achieve excellence and integration across all health professions, schools, and units
• Integrate with non-RBHS Rutgers and across schools; translate universitywide priorities into unique context for RBHS
• Build on existing strengths
• Recommend strategic plan to guide RBHS for the next five years
Strategies Employed to Develop the RBHS Strategic Plan (1)

- Chancellor listening tour of all RBHS units
- Analysis of data collected during the university strategic planning process
- Meetings with Camden, New Brunswick, and Newark community members
- Consultations with state and federal legislators
- Meetings with clinical program directors, primary hospital leaders, and potential hospital system leaders
Strategies Employed to Develop the RBHS Strategic Plan (2)

- Consultations with:
  - RBHS deans/directors
  - RBHS Faculty Council
  - Board of Trustees
  - Board of Governors
  - Board’s Health Affairs Committee
  - Other Rutgers’ chancellors
  - President Barchi
Strategies Employed to Develop the RBHS Strategic Plan (3)

- **Strategic planning steering committee**
  - Consider RBHS mission and mandate
  - Consider Rutgers-wide strategic plan
  - Consider the future of health care (speaker series)
  - Review of two surveys and follow-up survey
  - Form working group, identify co-chairs, suggest members
  - Submit recommendations for signature programs, educational initiatives, and enabling structures
Academic Initiatives

• Signature Programs
  – Current strength
  – Could become one of the best in the country within 5 years

• Complementary Programs
  – Not currently of sufficient strength to be among the best within 5 years
  – Essential for the growth and development of signature programs and/or critical to RBHS mission

• Educational Initiatives
  – RBHS-wide programs selected for development

• Enabling Structures
  – Needed infrastructure to support selected programs
  – Critical for RBHS aspirations
Working Groups

- Potential Signature Programs
- Potential Educational Initiatives
- Potential Enabling Structures
RBHS Strategic Plan

RBHS Strategic Planning Timetable

**Phase I**
- December: Review RU-wide and existing school plans
- January: Establish SC
- February: RBHS survey on goals and issues
  - RU faculty survey on areas of interest

**Phase II**
- March: SC identifies potential RBHS initiatives
- April: Working groups develop proposals

**Phase III**
- May: SC and Chancellor prepare plan
- June: Plan is reviewed within RBHS and Rutgers-wide

**Phase IV**
- July: Near final plan
- August: Final plan

- RBHS kick-off
- Data collection begins
- SC reviews survey results
- SC gathers feedback
RBHS Strategic Plan

• The RBHS Strategic Planning Process
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Survey Results

• Survey I: RBHS faculty, staff, students (N>3500)
  – Goals
  – Resources
  – Concerns
RBHS Faculty, Staff, and Student Respondents: Current Position

Total Responses = 3447
RBHS Faculty, Staff, and Student Goals (% of Respondents)

- Clinical Care: 69.89%
- Research: 62.63%
- Education: 61.88%
- Community Service: 52.10%
- Reputation: 46.71%
- Other (specify): 7.95%
- No Response: 6.38%

Respondents selected all that applied
Survey Results

- **Survey II: all Rutgers faculty (N>1500)**
  - Potential signature areas
  - Educational initiatives
  - Service initiatives
  - Enabling structures
Faculty Respondent’s Primary Academic Appointment

- 47.00% RBHS Schools
- 42.00% RU-New Brunswick
- 7.00% RU-Newark
- 4.84% RU-Camden
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.
Working Groups (>500 participating faculty, from across Rutgers)

- Potential Signature Programs (20)
- Potential Educational Initiatives (7)
- Potential Enabling Structures (5)
### Potential Signature Programs

**Objective:** build signature programs across RBHS that have the potential to become the best in the nation in the next five years

<table>
<thead>
<tr>
<th>Cancer</th>
<th>Neuroscience</th>
<th>Clinical Research</th>
<th>Infection and Inflammation</th>
<th>Environmental and Occupational and Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Health</td>
<td>Mental Health</td>
<td>Nutrition</td>
<td>Informatics</td>
<td>Bioengineering</td>
</tr>
<tr>
<td>Health Disparities</td>
<td>Alcohol, Tobacco, and Other Drugs</td>
<td>Pediatric Health</td>
<td>Women’s Health</td>
<td>Drug Development</td>
</tr>
<tr>
<td>Community and Urban Health</td>
<td>Quality and Safety</td>
<td>Global Health</td>
<td>Obesity and Diabetes</td>
<td>Regenerative Medicine</td>
</tr>
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Potential Educational Initiatives

**Objective:** identify initiatives that have the potential to enhance educational and training programs across RBHS

- Novel Educational Approaches
- Inter-Professional Education
- Undergraduate Health-Related Education
- Leadership Training
- URM Pipeline Programs
- New Joint Degree Programs
- Professional Continuing Education
Enabling Structures

**Objective:** identify infrastructure needed to support signature programs and educational initiatives

- Financial Opportunities and Development
- Advancing Institutional Stature
- Roles of Centers and Institutes
- Reorganizing the Basic Sciences
- Faculty Retention
The RBHS Strategic Plan

Signature Programs

Complementary Programs

Educational Initiatives

Clinical Initiatives

Community Service Activities

Integration

Enabling Structures

Funding the Strategic Plan
Signature Programs

- Cancer (including tobacco research)
- Environmental and Occupational Health
- Infection and Inflammation (host-microbe interactions, immunopathology, and global health)
- Neuroscience (neurodevelopmental disorders, degeneration and nervous system injury, cognitive and sensory disorders, motivational disorders)
- Community Health and Health Systems (Emerging)
Cancer

• Enhance team science, collaboration, and multi-investigator projects
• Recruit faculty
• Expand to Newark and state-wide
• Build shared resources
• Include tobacco research
Environmental and Occupational Health

- Appoint visionary leader for EOHSI
- Establish universitywide committee
- Recruit junior faculty
- Develop emerging areas of focus: exposure to environmental diseases and nanomaterial impact
- Increase multi-investigator grants
Infection and Inflammation

• Focus on host-microbe interactions, immunopathology, and global health
• Initiate collaborative relationships, including with industry
• Recruit faculty
• Increase multi-investigator grants
• Develop new core facilities
Neuroscience

• Recruit Brain Health Institute director to lead this program, recruit additional faculty

• Focus on neurodevelopmental disorders (including autism), degeneration and nervous system injury, cognitive and sensory disorders, and motivational disorders

• Neuroscience program goals:
  - Create research programs focused on the biological underpinnings of healthy central nervous system functions and dysfunctions associated with the focus area disorders
  - Develop new treatments for the focus area disorders
  - Establish a rich neuroscience resource in New Jersey
Community Health and Health Systems (Emerging) (1)

- Create community health and health systems working group
- Identify and implement metrics to compare Rutgers to other institutions
- Identify and pursue funding opportunities
- Engage with local communities and practice and policy audiences
- Identify/implement strategies for RBHS to be a “learning health care system”
Community Health and Health Systems (Emerging) (2)

- Build partnerships with other delivery systems/networks to engage in collaborative work
- Develop/evaluate most promising and feasible conceptual approaches for promoting population health and delivery systems innovation
- Pursue other capacity building efforts based on lessons from assessment of aspirational peer institutions and other initial activities
Complementary Programs

- Clinical Research
- Drug Development
- Informatics
- Public Health (including Global Health)
Educational Initiatives

- Novel Approaches to Teaching*
- Interprofessional Education*
- Undergraduate Health Related Education
- URM Pipeline Programs
- Leadership Training
- Joint Degree Programs
- Professional Continuing Education Programs

*To be managed by RBHS
Clinical Initiatives

- Branding
- Clinical Partnerships
- Accountable Care Organization
- Patient Access Initiative
- New Multi-Professional, Multi-School Faculty Practice Plan
Community Service Activities

- Many included among signature programs, educational initiatives, and clinical initiatives
- Others provided by RBHS schools, centers, institutes, and the behavioral health care unit
- Many to be considered for development via the community health and health systems emerging signature program
Examples of Integration within RBHS

• The College of Nursing and the School of Nursing merged on July 1, 2014 to form the Rutgers School of Nursing
• Reorganization of the School of Public Health prior to launching search for new dean
• NJMS & RWJMS to leverage their individual strengths and collaborate (e.g., reorganizing clinical appointments; joint clinical chairs)
• Design a multi-professional faculty practice plan for the future
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Reorganize the School of Public Health

• SPH had few of its own faculty: most resources used to pay full time, master’s level teachers

• Other RBHS programs have faculty who could have been, or had been, in SPH
  – NJMS Department of Preventive Medicine and Community Health
  – RWJMS Department of Environmental & Occupational Medicine
  – CINJ Cancer Epidemiology

• Plan
  – Move appointments of other faculty into SPH
  – Dean search
  – Hire researchers who also will teach
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Reorganize Clinical Departments: Pilots

- Department of Radiation Oncology
- Department of Emergency Medicine
- Department of Family Medicine
- Neurosurgery
- Otorhinolaryngology
- Others?
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Examples of Integration across Rutgers

- The Brain Health Institute
- Biostatistics Consulting Service
- Reorganizing and strengthening PhD programs in biomedical sciences
- Reorganizing the basic sciences across Rutgers
- Roles of centers and institutes
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Reorganize the Basic Sciences

• Create a task force to work in collaboration/coordination with Rutgers-wide committee to consider reorganization options within RBHS

• Review missions and activities of all departments

• Consider merging/consolidating the existing departments housed in different schools when and if appropriate
Examples of Integration across Rutgers

• The Brain Health Institute
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• Reorganizing and strengthening PhD programs in biomedical sciences
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• Roles of centers and institutes
Roles of Centers and Institutes

• Develop/coordinate center/institute administrative policies Rutgers-wide
• Address management issues
• Establish best practices and business model
• Minimize perverse incentives and barriers to collaboration
Enabling Structures

- Advancing Institutional Stature
- Faculty Development
- Facilities
Funding for the Strategic Plan

• Utilize revenues provided by each RBHS entity to support key initiatives
• Utilize university funding when initiatives align
• Pilot funding to be provided by the New Jersey Health Foundation
• New fundraising strategies to be developed by the Rutgers Foundation, under the leadership of the new Vice President for Development
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