Minutes RWJMS Faculty Council April 14, 2015

Present: Drs. Aisner, Boruchoff, Brewer, Dicicco-Bloom, Pintar, Roth, Walworth

Absent: Drs. Ayers, Boyarsky, Jacinto, Kim, Kiss

1. Minutes of the March 17, 2015 Faculty Council meeting were approved.

2. Dean Vicente Gracias attended for the annual meeting of the RWJMS Dean with the RWJMS Faculty Council.

Several topics were discussed in response to questions from Council members sent prior to the meeting to Dean Gracias as well as questions that arose during discussion from Council members and other faculty in attendance:

Dean Gracias discussed the role of a new position proposed by RBHS Chancellor Strom of Senior Vice-Chancellor of Clinical Affairs (SVCCA). The SVCCA will foster the integration of clinical enterprises within RBHS. The goal is to create an interprofessional practice plan on a scale that will drive recruitment of high quality clinicians. The SVCCA will report to the Chancellor as does the Senior Vice-Chancellor of Finance and Administration and the Senior Vice-Chancellor of Faculty Affairs (who will be the chief science officer). When asked about the relationship of the SVCCA to the Deans of RBHS units, the SVCCA and Deans will cooperate with regard to clinical activities. Deans will continue to meet monthly with the Chancellor. The Dean suggests that the resulting structure will present a more modern, pragmatic approach to integrating clinical activity. Dean Gracias chairs a committee with representatives from each of the 8 schools, who are meeting with ECG, a management consultant group with expertise in healthcare systems. Chris Collins is the principal with whom the committee has had one meeting thus far.

The Dean was asked whether there will be an attempt to coordinate clinical care across the state, as such a model may pose a challenge for deans of individual schools if a dean wants to use clinical revenue to support education or research, yet the revenue generating entity does not report to the deans. Dean Gracias suggests looking at West Virginia as a model as the intent is to create something similar. Dean Gracias asserts that RBHS and Rutgers leadership share the goal of utilizing clinical programs to support research. While the funds flow model is not yet established, at the forefront is how to support research.

The Dean was asked about the recruitment or appointment of joint chairs at NJMS and RWJMS. Thus far, the focus has been on clinical departments to lay down the architecture for the interprofessional practice plan. The Dean noted that the chair of pathology opened at NJMS and a recruit for that position had R01 funding and management experience. RWJMS pathology faculty met with the chair candidate for NJMS with idea that if he's interested and RWJMS faculty like him, then prepare search here and hope that he will be a candidate. Allows us to take advantage of attracting candidates on the health science side who see the advantage of joining forces across the schools and the state.
Will all clinical departments be combined? The Dean anticipates that this will be the case, but working with consultants to determine what the priorities are and will wait to see whether the first ones are successful.

Will there be any impact on clerkships? Dean Gracias anticipates a broader scope for combined departments that will be appealing. To integrate successfully requires communication. Since at the beginning of the process, there is time to communicate.

Dean Gracias chairs a second committee entitled RU Ready: is Rutgers ready for Rutgers Health? Committee considers marketing, IT and will dictate when Rutgers Health can launch as a statewide brand.

The Dean was asked whether differences between practice plans at different units might be a stumbling block? Dean Gracias notes that there are 22 practice plans. There is a managed care approach down here at RWJMS, more of a fee for service approach at NJMS. Both RWJMG and UPA models will have to change because it's the payors that matter. Dean Gracias expects that the final version will be a hybrid. Nursing, allied health plans all are distinct. How those get integrated into an interprofessional practice plan as healthcare continues to evolve is a more complex question. UPA model drives a lot of margin into the medical school so needs to be protected. The idea of integration started in Newark--we are joining the process. Bringing all the pieces into the whole is what will make this special and successful.

Because of the differences in practice plans, how will salary disparities between two campuses be handled? Dean Gracias notes that the effort/reward relationships are different, in large part because of differences in practice plans. He has great confidence in the consultants because they have come in and solved other integration failures and made them work. Dean Gracias says he does not know what it's going to look like six months form now, but he wants to listen to the consultants and experts who will provide a roadmap.

The Dean was asked about salary disparities between schools. As dean of RWJMS, Dean Gracias suggests that he can't do anything about it because he has no control over NJMS. He also notes that its really just two departments at NJMS that have excess salary, not an across the board difference.

A council member acknowledged that this is an exciting opportunity to foster change as the Affordable Care Act demands changes in the way healthcare works. Given that schools have bylaws that give faculty a role in shaping structure and future, how does this top-down process line up with the bylaws? Dean Gracias suggested that the push for integration was initiated from Newark-based schools, not from the top. He thinks that we should have the conversation with the consultants, see if there is opportunity and then bring a proposal to the faculty. Dean Gracias suggested that RBHS as an administrative unit should explore possibilities. Dean Gracias believes everyone will have to compromise. ECG has six months to provide a roadmap. Committees formed to work with ECG (deans, subdeans, finance) will produce a plan. Bylaws for governance will follow once structure is put together.

The Dean emphasized that RWJMS cannot survive alone. Everyone will have to compromise a little bit to become an integrated entity and the faculty will become more involved once the structure is described. Across the country, mergers and acquisitions are happening to drive
clinical revenue. The Dean was asked to differentiate between drivers of clinical revenue and mergers of academic unit faculty who have missions other than seeing patients. He emphasized his view that as research funding from other sources shrinks, it is clinical revenue that will drive research in the future. When asked specifically whether RWJMS and NJMS will merge, Dean Gracias stated that it is unlikely that a full merger of the two medical schools will be allowed because of the legislation that moved schools of the former UMDNJ into Rutgers. Nonetheless, to be competitive in the health marketplace, Rutgers will need to achieve a scale sufficient to compete with other health systems that seek clinical revenues. Will allow the consultants to evaluate, determine the scale that is needed and make recommendations.

With regard to finances, Dean Gracias reported that the deficit that existed at the end of FY14 was cut in half in FY15. RWJMS submitted FY16 budget with $15M deficit, though that number does not account for RCM and he does not know whether the Chancellor will accept that or send it back for revision. Dean Gracias emphasized that we cannot cut our way or grow our way out of the deficit, but will require both. With the clinical structure that is emerging, RWJMS will not have to spend the money needed to hire neurosurgeons because we will get them from NJMS and will have the opportunity, for example, to involve NJMS environment in grants for clinical/translational research.

Dean Gracias was asked to comment on the amount of money it would take to address salary compression/employee equity. This is an issue that should be addressed at the level of Rutgers University through the office of employee equity.

Dean Gracias was asked to comment on infrastructure needs for the education, research and clinical missions and stated that some of these issues are being addressed at the University level, particularly with regard to IT and videoconferencing.

Dean Gracias was asked about the evaluation process for FY15 and the one-on-one meetings that the Chancellor and Provosts have asked department chairs to conduct with faculty members before the end of June. Dean Gracias emphasized that there is a particular and time-sensitive need to identify in the near term the track selection of clinical faculty. By the end of June, chairs will have discussions with faculty to identify their focus so that clinical effort can be quantified and predicted going forward into FY16. He emphasized that there is a need to know what clinical capacity RWJMS has, but the evaluation process is not being accelerated.

Dr. Roth thanked the Dean for taking the time to meet with the Council and to respond to the list of questions that were provided to him and to questions posed from those present.

3. Resolution of Number of Senators to RU Senate:

RWJMS informed in March that the number of RWJMS Faculty Senators on the University Senate would be reduced to three based on state-budgeted faculty lines. Senate leadership reconsidered upon recognition that RWJMS does not budget for or count faculty in the same way as other units at Rutgers. Therefore, RWJMS will be allowed to retain 7 senators for the upcoming academic year (2015-2016). RWJMS will elect two new senators to replace those whose terms expire in 2015. However, once the numbers were resolved, there is not sufficient time to conduct the election prior to the meeting of the incoming Senate at which officer elections are held. Thus, the newly elected RWJMS senators will not be eligible to run for Senate officer positions. At a meeting of the RU Senate in June of 2015, the optimal way to count faculty will be determined.
As agreed to by the Faculty of RWJMS, a member of the RWJMS Faculty Council holds one of the RWJMS Senator positions on the University Senate. Should he be re-elected to the RWJMS Faculty Council, John Pintar is willing to continue in this role.

4. Results of Faculty Council Officer election:
Monica Roth, President
Geza Kiss, Vice-President
Nancy Walworth, Secretary

5. Summary of recent Executive Council and RU Senate meetings:
Due to the late hour, the summaries were omitted.

6. Old Business
As discussed at previous meetings, the Council agreed to reduce the frequency of meetings. Unless urgent matters arise, the Council will meet again in 2015 in August and December.

7. New Business
Dr. Roth suggested that she will draft a welcome letter from the Council to the new dean to let her know of the requirement for the Dean to meet annually with the Council. Dr. Roth will invite a speaker/discussant for the August meeting.

Next meeting: August 11, 2015
5 p.m. in New Brunswick CAB1302 with V-tel to Piscataway DCR