



Envisioning the Future of Academic Medicine Town Hall Meeting March 2023



RUTGERS
BIOMEDICAL AND
HEALTH SCIENCES



Goals for Today

- Briefly familiarize members of community organizations with the process to evaluate the future of medical education at Rutgers University
- Share potential benefits of an integrated medical school
- Receive feedback on the “Envisioning the Future of Academic Medicine” Report
- Invite continued dialogue on community concerns about and expectations for our medical schools

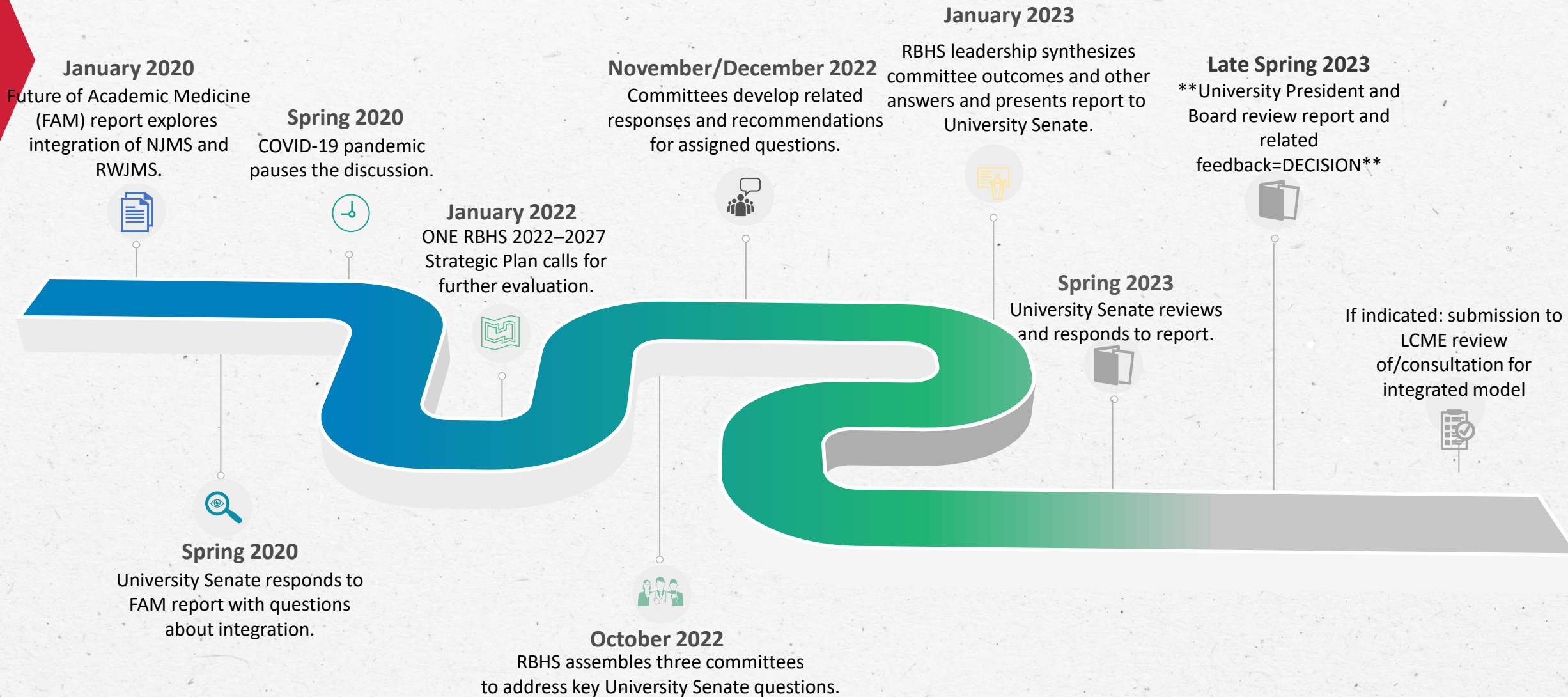
Envisioning the Future of Academic Medicine

- NJMS and RWJMS were originally set up by UMDNJ founding President Dr. Stanley Bergen to compete with each other
- This model which fostered rapid regional growth and development was apt for its time
- Is our current model the optimal structure for medical education today? Is it 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 ever 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 New Jersey

Timeline: 2020-...?



Phase 1

- To facilitate a review, we engaged with the ECG firm and Dr. Janis Orłowski, an expert in medical school accreditation/AHC's for project management assistance and advice
- Fall, 2022:
 - Developed answers to the Senate Questions with input from faculty, staff, students, deans, administration, and surrounding communities
 - Compiled responses into a report
- January 2023:
 - Delivered the document developed to the University Senate and circulated 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

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:

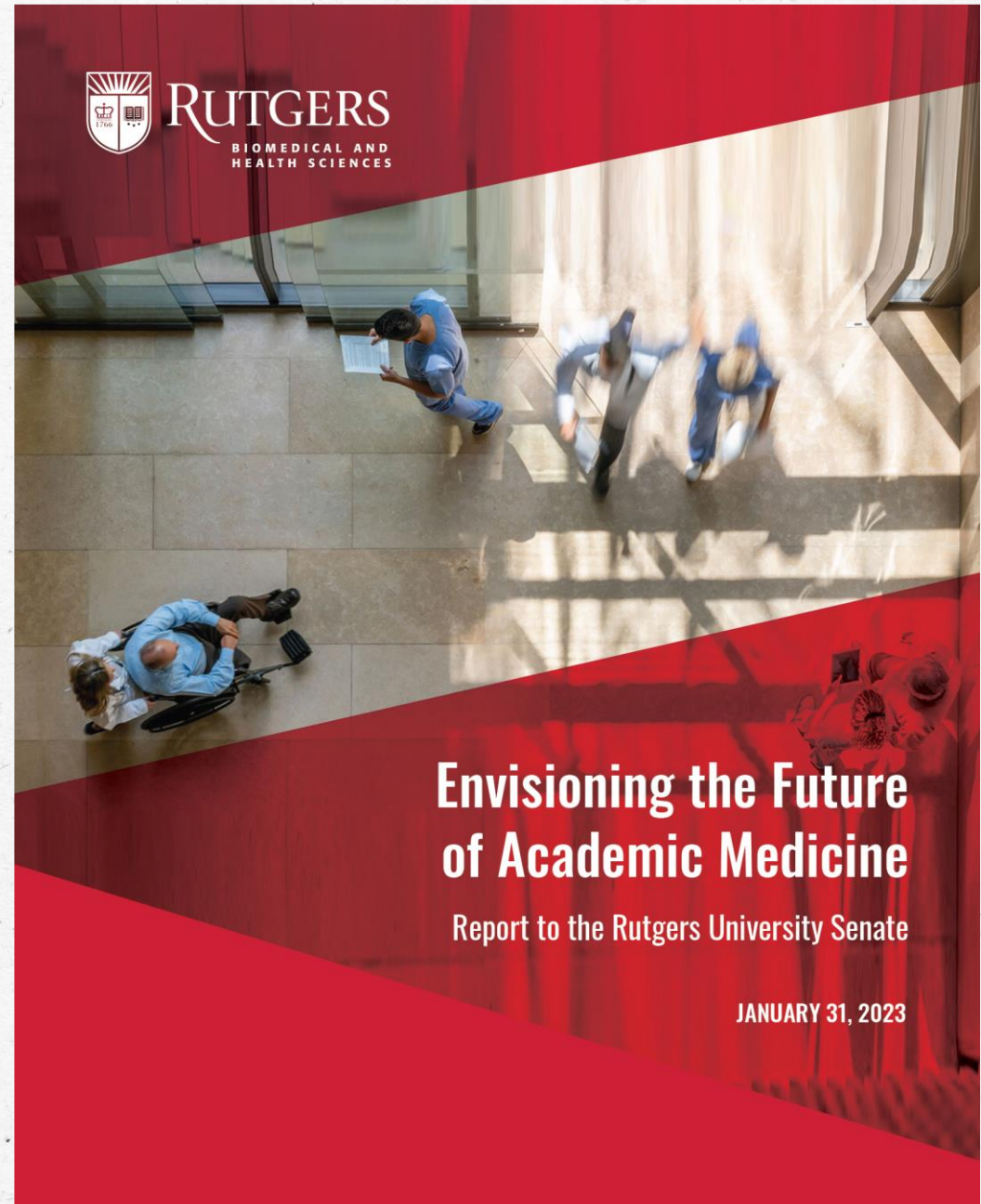
Charletta A. Ayers
Melissa B. Rogers
Shareif Abdelwahab
Bill Arnold
Detlev Boison
Alison L. Clarke
C. Roy Epps
Carmen L. Guzman-McLaughlin
George Hampton
Michael Kelly
Neil Kothari
M. Chiara Manzini
Mary Maples
Ana M. Natale Pereira
J. Patrick O'Connor
Jon L. Oliver
Timothy Pistell
Nikolaos Pyrsopoulos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

The Questions:

- The committees developed answers to questions posed by the University Senate and presented in March of 2020
- Some of the original 350 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
- Responses to the questions were compiled into a report to the University Senate to react/respond to

The Report:

- Delivered to the University Senate on January 31
- The collective work product of many faculty, staff, students, administrators, and community members



Phase 2:

- Town Halls with Newark and New Brunswick communities in early March, additional sessions to be scheduled as needed
- University Senate provides feedback/recommendations
- Following the Senate review, a revised proposal will be developed and presented for decision to the President and University Governing Boards and shared broadly with the community
- Ultimately any decision about the accreditation of the medical schools will be reviewed by the Liaison Committee for Medical Education
- Timeline for a potential singly accredited medical school – up to five years - with first entering class of 2027

Potential Benefits:

- Education: closer collaboration offers a broader scope and scale of teaching talent, learning content, and clinical experiences that will benefit educators and learners
- Research: leveraging our tremendous capacity as an integrated medical school will more accurately reflect our growing impact on clinical, translational, and basic science research placing Rutgers at the forefront of the innovation economy and attracting more federal and industry funding
- Clinical Care: an integrated medical school has the potential to expand our offerings of tertiary and quaternary services and launch new services to a wider patient base

Potential Benefits:

- Reputation: an integrated medical school closely identified with Rutgers has the potential to broaden the recognition of the excellent medical education programs and research portfolios that each school has individually and increase national ranking overall.
- Efficiency and Effective Administration: processes and systems that inhibit faculty productivity and employee satisfaction can be streamlined
- Community Engagement: a renewed commitment to community engagement and outreach through formalized structures, advisory committees, etc. will enhance communication and feedback to medical school and RBHS leadership

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Hypothetical outcome:

- Following Senate board review and approval, seek accreditation for NJMS and RWJMS under as a single Rutgers medical school
- A Rutgers Medical School would be created by an integration “light”
- We would look to combine only those components of each medical school that yield a positive outcome for all constituencies, enhance collaboration in other areas, but preserve local culture, values, and maintain a strong commitment to the communities we serve
- Each school has a local dean and retains significant autonomy as a co-equal campus

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- Each school would maintain the current contractual relationship with their principal teaching hospital : UH in Newark and RWJUH in New Brunswick)
- Schools will collaborate in new clinical service areas and cooperate in improving population level health care outcomes in:
 - Maternal/child health
 - Preventive health, vaccinations, screenings, etc.
 - Cancer
 - Health disparities
 - Others?
- A new local community advisory board for each city would provide direct feedback from community members on outreach, access, outcomes, concerns, and expectations



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

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>

My Goal as RBHS Chancellor

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

