CEO Presentation to the CCRHB

April 1, 2022

James K. Gilman, MD
NIH CC CEO

CCRHB Transitions

Welcome first-timers!

- David M. Baum, PMP
- David C. Chin, MD, MBA
- Antoinette Royster
- Craig E. Samitt, MD, MBA

Thank you, Ellen Berty, founding member of our CCRHB and continuing long-standing participant on our Patient Advisory Group!

MH Modern Healthcare
The trusted voice of healthcare leadership

Modern Healthcare TOP 25 Women Leaders

MH February 21, 2022

Congratulations!
2022 class of Top Women Leaders in Healthcare

Modern Healthcare

NEWS DIGITAL HEALTH INSIGHTS DATA/LISTS OP-ED AWARDS EVENTS LISTEN

TOP 25 WOMEN LEADERS

LUMINARIES

Ruth Williams-Brinkley

President, Kaiser Foundation Health Plan of the Mid-Atlantic States

Williams-Brinkley oversees Kaiser Permanente's care delivery and health plan operations in Washington, suburban Maryland, Baltimore and Northern Virginia. The region currently has nearly 800,000 members. Before joining Kaiser, she served as CEO of KentuckyOne Health, which was the state's largest integrated health system. She has more than 40 years of diverse experience as a leader and executive and also serves on a number of boards.

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TOP 25 WOMEN LEADERS

Dr. Laura Forese

Executive vice president and chief operating officer, New York-Presbyterian

An orthopedic surgeon, Forese leads operations at 10 hospital campuses, along with 200 clinics and medical groups, which have 48,000 employees and affiliated physicians, as well as $9 billion in revenue. Forese serves on the boards of many organizations, including the Schubert Organization, Princeton University, the National Institutes of Health's Clinical Center Research Hospital Board and the Mother Cabrini Health Foundation.

"Modern Healthcare's Women Leaders program honors female executives who are guiding healthcare delivery improvement across the country… The 2022 class of Top Women Leaders in Healthcare embodies the progress and influence that executives can achieve when they're not afraid to take risks, even during a global crisis. The women honored prove that strong strategies and empowering the staff to think big – even when resources are stretched thin – can bring significant results for the healthcare organizations they lead, as well as their patients..."

(source: Modern Healthcare; February 21, 2022, Page 16)

Press Ganey 2021 NDNQI Award

- **NDNQI** = National Database of Nursing Quality Indicators
- CCND submits quarterly data on nurse-sensitive indicators; Examples: For ex
  - Patient Falls
  - Central Line Blood Stream Infections
  - Pressure Injuries
  - Nursing Workforce measures such as education level, professional certifications, and direct care hours worked
- The CC exceeded the mean in 17 indicators
- CC was 1 of 6 healthcare organizations to receive this 2021 award
- Top teaching hospital!!!
- The award went on tour….

Fall/Winter 2021 CC Honorees

NIH Director's Awards, CEO Awards & HHS Call to Service Awards

>3,000 NIH Director's awardees this year

- 15 of these awards honored 155 CC employees
  - 5 individual and 150 group awardees

Annual CC CEO Awards

- 111 awards honored ~700 CC employees
  - 43 individual and 68 group awards

HHS Part of Something Bigger Award/HHS Call to Service Awards

- COVID Vaccine Nursing Team with 2 CC employees

CC Staffing Update

Active Searches for Current Leadership Vacancies:

- CC Chief Nurse Officer
- CC Chief Financial Officer
- CC Chief, Pharmacy Department
- CC Chief of Materials Management & Environmental Services
- CC Chief, Office of Clinical Research Training & Medical Education (OCRTME)

Completed Search: Designated Institutional Official (DIO)

- Provides leadership of Accreditation Council Graduate Medical Education (ACGME)

Staffing Priorities:

- Return-to-Work (RTW)

21st Quarterly Town Hall on 25 January 2022

- Virtual town halls continue
- New format launched in January included Length-of-Service Recognition for 91 CC employees:
  - CEO Overview
  - CC Highlights from Executive Leaders:
    - Dr. Barbara Jordan
    - Dr. David Lang
    - Dr. Colleen Hadigan
    - Mr. Justin Cohen
    - Mr. Pius Aiyelawo
    - Mr. Daniel Lonnerdal
  - Q+A

14th NIH RDD: **co-hosted by NCATS and CC**

2022 Event: **featured panel discussions, rare diseases stories, virtual exhibitors and scientific posters**

Attendees: **broad audience included patients, patient advocates, caregivers, health care providers, researchers, trainees, students, industry representatives and government staff**

Updates: Office of Communications, Media Relations & Patient Recruitment

New Outreach: Facebook Ads

Why we like Facebook Ads?

- Facebook is interest-based
- Targets specific audiences: age, gender, geography, and preset interests
- Lower cost per click compared to Google AdWords—no reliance on keyword competition

How are we using Facebook Ads?

- Partnering with NHLBI, NIDDK, NIAAA, NIDA, NIMHD, etc.
- Targeting delivery depending on the study: as narrowly as 3 Washington D.C. wards to as broadly as 21 states and multiple countries
- Reached ~ 500K viewers with over 11K post-engagements

Office of Communications, Media Relations & Patient Recruitment

New Outreach: Nextdoor & Instagram

Nextdoor App

Neighborhood-based social network

Trusted, hyper-local connections to neighborhood residents, medical practices, and organizations

Patient Recruitment Instagram Page

Allows search using #hashtag keyword interest

More visual appeal, reaching a younger untapped audience

Various targeting options and performance metrics

See Us around town

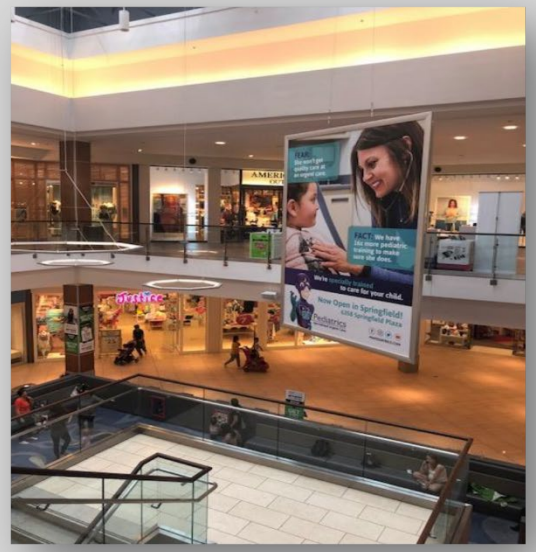
(even w/o in-person events)

Pharmacy Bags

October 2021
Harris Teeter (Old Georgetown Rd.)

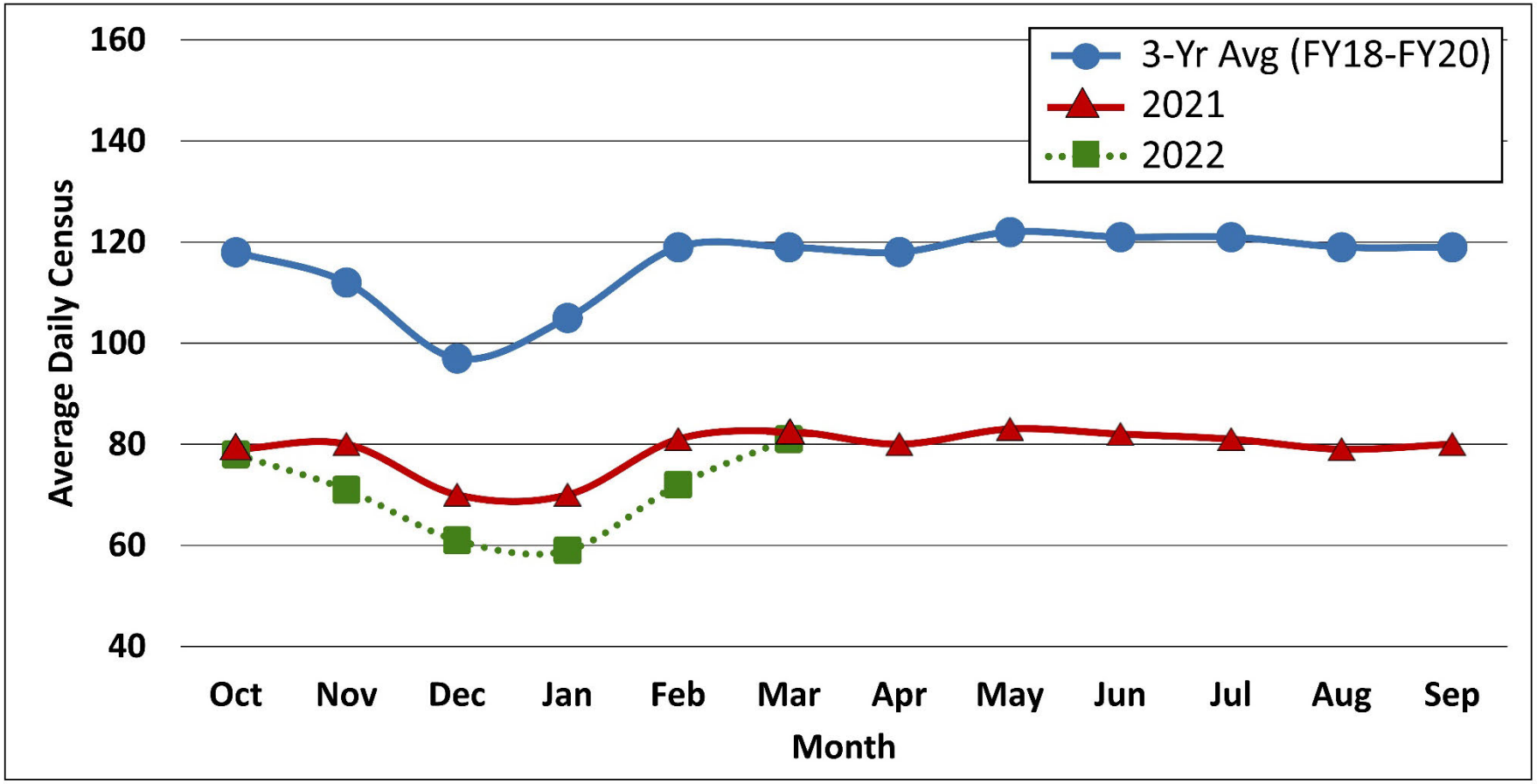
Shopping Mall Sky Banner

Coming soon!
Springfield Town Center



Average Daily Census

as of March 22, 2022



ADC Stats

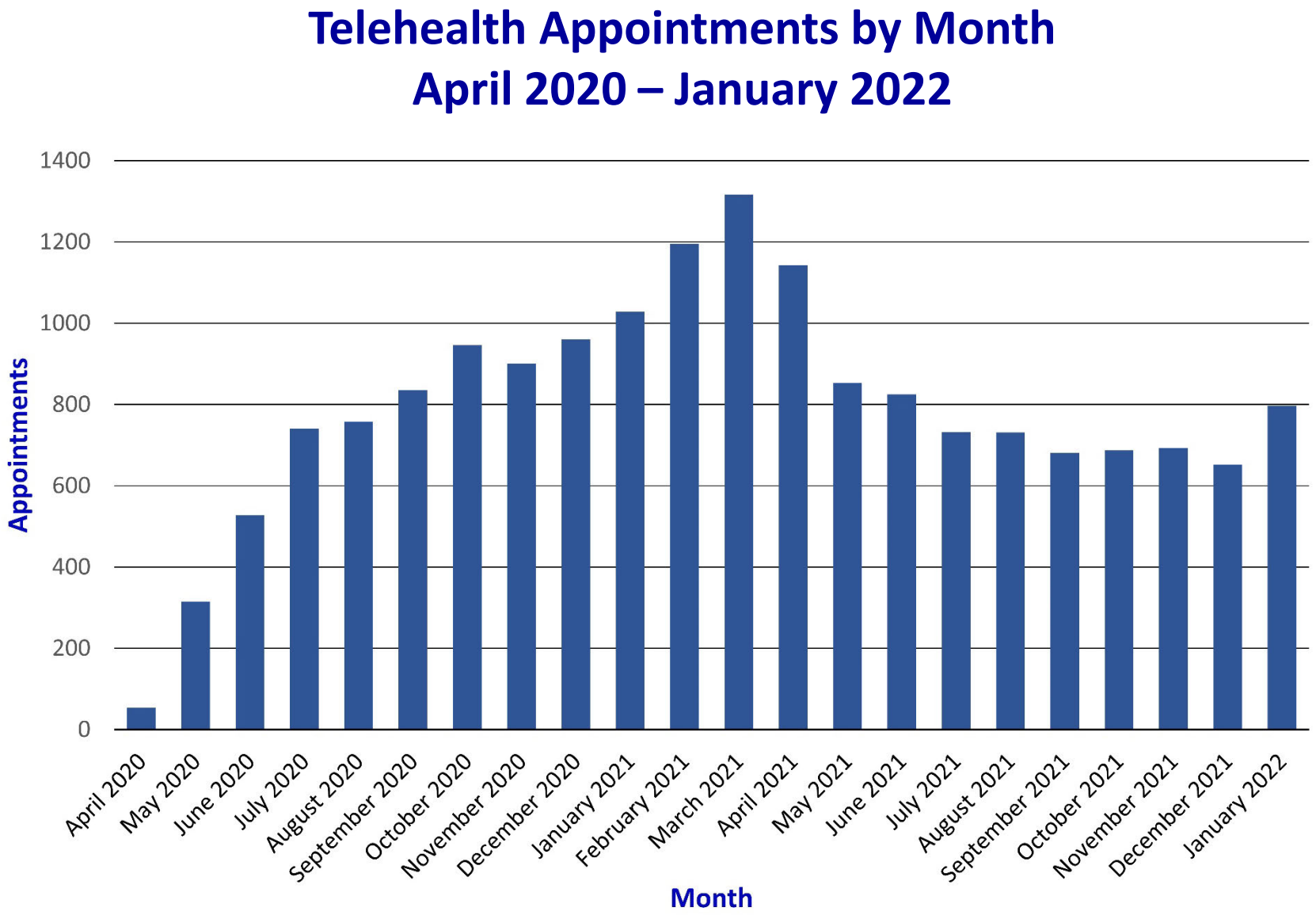
- 3-Year Average (FY 2018-2020) = 118.3
- Year End FY 2021: 81.7
- Year-to-Date FY 2022 (as of 3/22/2022): 69.4

FY22 Year-to-Date Patient Activity

as of March 22, 2022

	YTD FY2021	YTD FY2022	% Change YTD FY21-22
Inpatient Admissions	1,374	1,295	-6%
Average Length of Stay	9.2	9.5	4%
Inpatient Days	13,377	12,011	-10%
Average Daily Census	77.3	69.4	-10%
Outpatient Total Visits	28,980	32,091	11%
Clinic Visits	*21,065*	*25,269*	*20%*
Day Hospital Visits	*7,915*	*6,822*	*-14%*
New Patients	2,231	2,445	10%

Telehealth Appointments



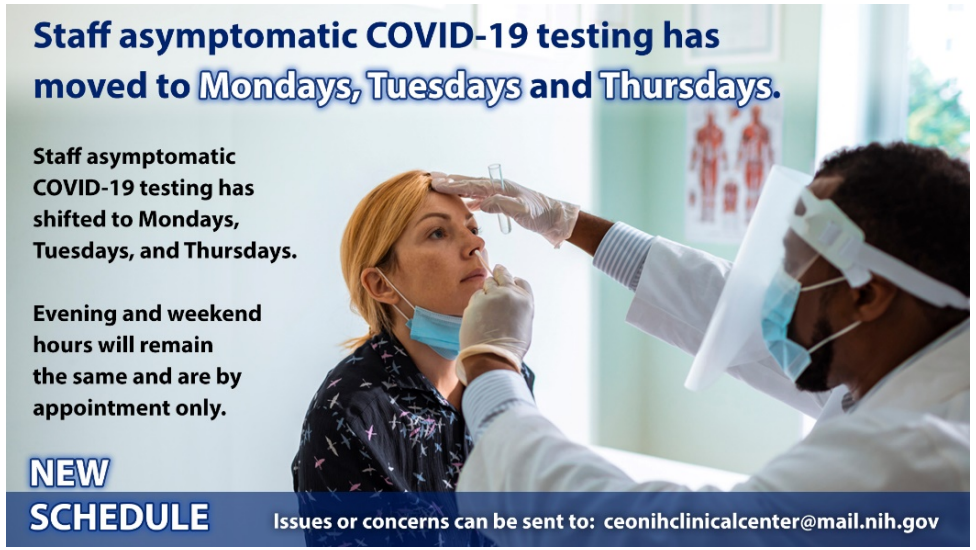
Institutes	# of Appts
NCI	6,286
NIAID	1,917
NICHD	1,701
NHLBI	1,426
NIAMS	1,392
NIDDK	1,253
NIAAA	1,118
NIMH	932
NHGRI	638
NINDS	328
CC	324
NIDCR	242
NCCIH	58
NIEHS	55
NEI	50
NINR	15
NIDCD	0
Total	17,735

Current CC Response to COVID-19

- **CC mask requirements continue**
- **Relaxing other measures:**
  - Masking optional in many areas outside of Bldg. 10
  - Meetings with > 10 in-person now allowed with these safety plans:
    - each person has 35 sq ft of space and room for 6' of spacing
  - Meetings with >50 people still require HHS level approval
  - Many travel restrictions have been relaxed
- **Will this last?**
  - May need to tighten up again in the fall; so, take advantage of current good fortune:
    - ramp up clinical activity to deal with backlogs from dealing with omicron
    - reduce size of staff footprint focused on omicron and amount of spatial footprint set aside for asymptomatic testing, evaluation of PUIs, and caring for COVID-19 patients
- **For 2 years, CC staff has demonstrated excellence providing safe patient care while keeping each other safe.**
- **"If you have been waiting on the right time to resume clinical activity, the time is now"**

{Source: "3 Main Things" on 16 March 2022}

COVID-19 Screening & Testing, in Building 10

Screening *(as of 3/19/22)*	**Asymptomatic Testing: CC site** *(as of 3/19/22)*
• **2,677,356 persons screened** • **Highest day *(10/26/2021)*: 6,770** • **Average 5,823/day during week and 1,802/weekends** 	• **Total tests done: 165,600** • **Weekly tests average 722** • **Total # employees tested = 14,945**  https://clinicweb.cc.nih.gov/cct

Building 10 Public Health Measures Still In Effect

Properly worn medical masks are still required in building 10

- At all times when in public areas or around another person.
- Provided ASTM Level 3 masks
- Please ask inpatients to don their masks when entering their room

- **Eye protection** (i.e., face shields, goggles, safety glasses) on staff when in patient rooms.
- **Social distancing**, 6ft, per DOHS, except when providing healthcare that requires proximity
- **Stay home if you are ill. Notify your immediate supervisor and call the OMS COVID Call Center (301-480-8990).**
- **Hand hygiene** with alcohol-rub or soap and water (15-20 seconds!)

DEIA

- **Clinical Center Launch of a Comprehensive Diversity, Equity, Inclusion and Accessibility (DEIA) Program**
  - **CEO Launch Announcement:** Monday, January 24th, 2022
- **New CC DEIA Webpage: https://intranet.cc.nih.gov/deia**
  - Staff resource for all things DEIA! Includes new CC specific training opportunities, committee updates, event and initiative information, demographics, internal and external resources, awards/recognition, etc.
- **CC DEIA Advisory Committee Announced:**
  - Applications for Membership and Departmental Liaisons solicited

DEIA

- **CC DEIA Video**
  - **Highlights CC goals and strategic priorities related to DEIA - available on both intranet and internet**
  - **https://youtu.be/HGL4ROH0NHw**
- **Dedicated Resources** in support CC DEIA efforts
- **Continuous Assessment of CC Workforce Demographics**
  - **Newly released data from the NIH Office of Equity, Diversity, and Inclusion**
- **CC DEIA Engagement Survey and Focus Groups**
  - **DEIA Engagement survey (>700 responses) and conducted 6 DEIA listening sessions. Analysis of data and feedback will be shared once completed**
- **NIH Racial & Ethnic Equity Plans (REEP)**
  - **Clinical Center REEP being finalized**

KEY POINT - EVERYONE IS WELCOME & ENCOURAGED TO GET INVOLVED!

DEIA

- **Heritage Months – Launched 2022**
  - **February** – Black History Month
  - **March** – Women's History Month
  - **Etc.**

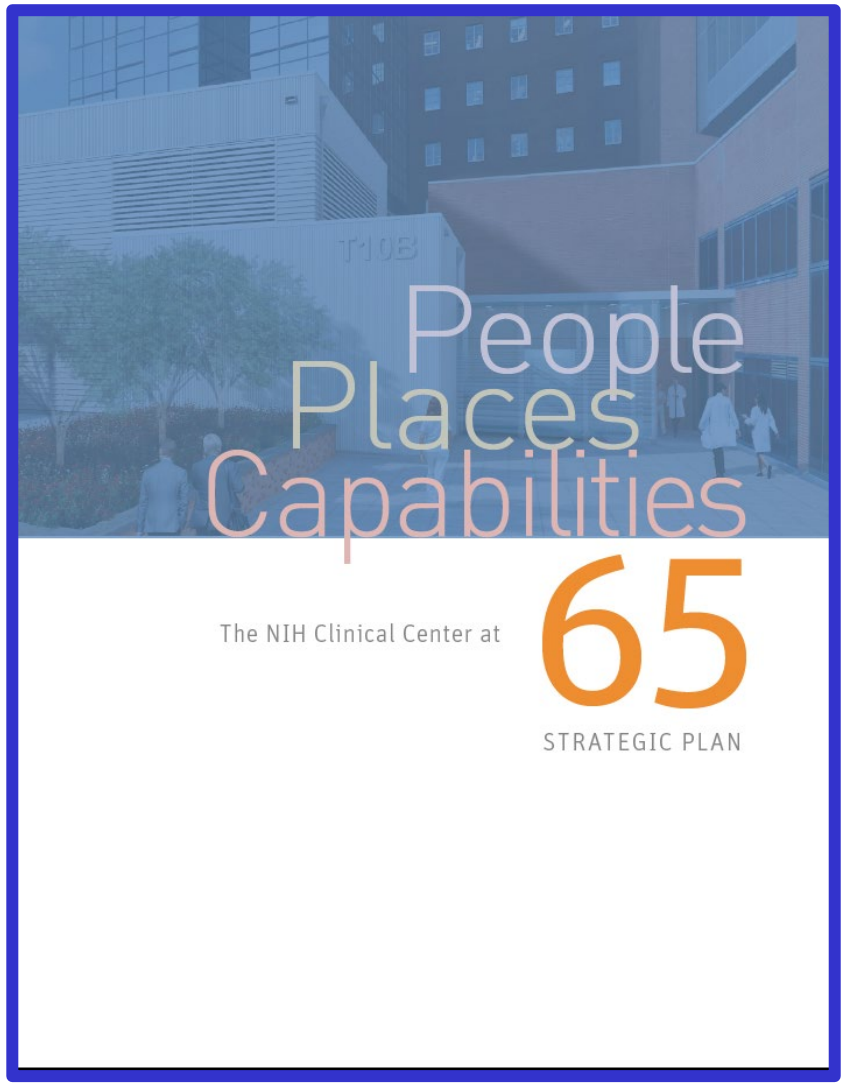
Women's History Month

The NIH Clinical Center is excited to celebrate Women's History Month and acknowledge the contributions women have made to science and medicine.

Women's Achievements in Medicine

- **1849:** Dr. Elizabeth Blackwell
- **1864:** Dr. Rebecca Lee Crumpler
- **1865:** Dr. Mary Edwards Walker
- **1866:** Dr. Lucy Hobbs Taylor

Next CCRHB Meeting on 15 July 2022: Focus on 2019 CC Strategic Plan Progress To-Date



Twentieth Meeting of the Clinical Center Research Hospital Board
National Institutes of Health (NIH)

AGENDA

Friday, April 1, 2022

OPEN SESSION

9:00 AM	Welcome & Board Chair's Overview ➢ Laura Forese, MD, *NewYork-Presbyterian, and Hospital Board Chair*
9:10 AM	NIH Director's Remarks ➢ Lawrence A. Tabak, DDS, PhD, *Acting Director, NIH*
9:30 AM	NIH CC CEO Update ➢ James Gilman, MD, *Chief Executive Officer, NIH Clinical Center (CC)*
10:00 AM	Clinical & Safety Performance Metrics ➢ David Lang, MD, MPH, *Director, Office Patient Safety and Clinical Quality, CC*
10:15 AM	Novel Coronavirus (COVID-19) Update ➢ H. Clifford Lane, MD, *Deputy Director of Clinical Research and Special Projects; Director, Division of Clinical Research; Clinical Director, NIAID*
10:50 AM	Discussion
11:00 AM	Permanent Pharmacy Placement Project (P4) – Relocation of the Outpatient and Inpatient Pharmacies ➢ Marilyn Farinre, PharmD, MBA, *Service Chief, Pharmacy Operations, Pharmacy Department, CC*
11:25 AM	BREAK
11:40 AM	Update: CC Facilities Projects ➢ Dan Wheeland, PE, *Director, Office of Research Facilities (OD/OM/ORF)*
12:20 PM	Identification of the *VHL* Clear Cell Kidney Cancer Gene: Molecular Diagnosis, Precision Surgery, Oxygen Sensing, Precision Therapy ➢ W. Marston Linehan, MD, *Chief of Urologic Surgery and the Urologic Oncology Branch, Center for Cancer Research, National Cancer Institute*
12:50 PM	Discussion
1:00 PM	Adjournment