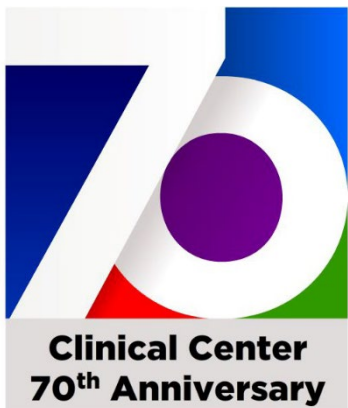


# **CEO Presentation to the CCRHB**

**June 16, 2023**

**James K. Gilman, MD  
NIH CC CEO**





**Clinical Center  
70<sup>th</sup> Anniversary**



# The NIH Clinical Center 70<sup>th</sup> Anniversary

## *Upcoming Events*

- **Clinical Center Grand Rounds** – *June 28, 2023*
- **“70 Years of Firsts”** event – *Summer, 2023*

## *70<sup>th</sup> Anniversary Materials*

- **Virtual background for Zoom/MS Teams** conference calls
- **SURPRISE!** Anniversary coin with support from FAES



# ...#If/ThenSheCan Statues in the CC East Healing Garden



## #IfThenSheCan – The Exhibit:

- Monumental exhibit of 120 3-D printed statues
- Celebrates contemporary women innovators in science, technology, engineering and math (STEM)
- Features the most statues of real women ever assembled
- Individual stories of the women the statues represent, accessible through QR code-linked videos, images, and biographies
  - highlights how a more diverse, more inclusive workforce will strengthen the world's shared future.
- *If we support a woman in STEM, THEN she can change the world!*

## #IfThenSheCan – At the CC:

- **May 22 – August 25, 2023:** CC is hosting ten statues from the exhibit
- **On 5/26/23:** NINDS Scientific Review Officer Dr. Lataisia Jones visited the CC Healing Garden to check out her statue with out-of-town friends!

Source: <https://ifthenexhibit.org/about/>



# **Groundbreaking Event CC Surgery, Radiology & Laboratory Medicine (SRLM) Wing Tuesday, May 16, 2023**

## **New building will house:**

- Department of Perioperative Medicine
- Department of Radiology and Imaging Sciences
- Department of Laboratory Medicine
- National Heart, Lung, & Blood Institute Cardiovascular Intervention Program
- Several National Cancer Institute laboratories and patient service areas
- Interventional Radiology

**SRLM addition is  
scheduled for completion  
in 2029**



# SRLM Groundbreaking Event

## Tuesday, May 16, 2023

### “At the Podium”



**Lawrence Tabak, D.D.S., Ph.D.,  
Acting Director, NIH**



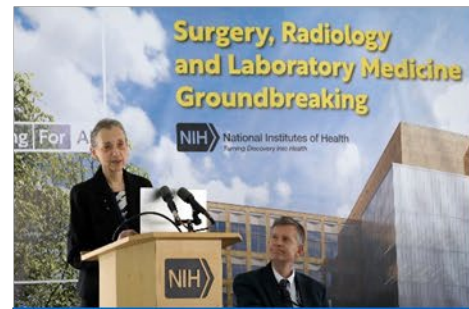
**Andrea Palm, M.S.W.,  
U.S. Deputy Secretary of Health &  
Human Services**



**Alfred Johnson, Ph.D.,  
Deputy Director for  
Management, NIH**



**Dan Wheeland, P.E.,  
Associate Director for  
Research Facilities, NIH**



**Nina Schor, M.D., Ph.D.,  
Deputy Director for  
Intramural Research, NIH**



**James Gilman, M.D.,  
Chief Executive Officer, NIH  
Clinical Center**



**Steven Rosenberg, M.D., Ph.D.,  
Chief, Surgery Branch, NCI,  
NIH**

# **SRLM Groundbreaking Event**

## **Tuesday, May 16, 2023**

### **“With Shovels”**



**Left to Right: Dr. Alfred Johnson, NIH deputy director for Management, Dr. Nina Schor, NIH deputy director for Intramural Research, Daniel Wheeland, NIH associate director for Research Facilities, Dr. James Gilman, CEO, NIHCC, Andrea Palm, deputy secretary of Health & Human Services, Dr. Lawrence A. Tabak, acting NIH director, Dr. Tara A. Schwetz, Ph.D., acting principal deputy director of NIH, Courtney Aklin, NIH acting associate deputy director, and Dr. Steven Rosenberg, chief of the NCI Surgery Branch**

**Welcome, Richard Bond!**  
**Special Assistant to the President for Strategic Infrastructure Investments,**  
**Uniformed Services University of the Health Sciences (USUHS)**  
**&**  
**CC SRLM Project Executive**

**CC SRLM Project Executive**

- Special agreement with USUHS allows Bond to retain position at USUHS and also provide temporary support to the CC a few days per week
- CC task is to operationalize and optimize SRLM space to ensure timely decision making, resource planning and preparation for the successful SRLM
- Per Bond: *“New buildings mean new ways of doing business...Long established inter-relationships of people and processes will change, and navigating that subtle cultural change is sometimes the trickiest part...For a successful transition, planning should start now. High quality patient care needs to be seamless from pre-SRLM to post-occupancy, and upfront planning is essential to better safety, efficiency and morale.”*

Source: Clinical Center News April / May 2023

<https://clinicalcenter.nih.gov/about/news/newsletter/index.html>



**Registered Architect:** degrees in architecture, engineering, and business

**Retired US Army colonel:** military specialty was oversight of planning, programming, design and construction of medical treatment and research facilities worldwide; service culminated as Commander of the US Army Health Facility Planning Agency

**After the Army:** prominent positions in Construction and Facility/Project Management in private industry and at the Department of Veterans Affairs



# Current CC Leadership Vacancies/Appointments

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## Vacancies

- CC Chief Nurse Officer\*\*
- CC Chief, Pharmacy Department\*
- CC Chief, Department of Transfusion Medicine
- CC Executive Officer

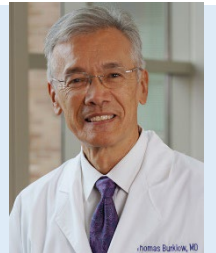
\* Searches well under way \*\*Selection made

## Appointments

CC Hospital Epidemiologist/  
Chief, Hospital Epidemiology Service  
**Alison Han, MD, MS**



CC Chief, Office of Clinical Research  
Training & Medical Education  
**Thomas R. Burklow, MD**



CC Chief, Office of Financial &  
Resource Management  
**Mr. Juris Mohseni**



# Farewell and Congratulations, Dan Lonnerdal CC Executive Officer

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- Following dedicated NIH service in leadership positions for many years, including serving as our CC EO for the past 4 years, Dan left NIH in early June for a Senior Executive Service position at another HHS agency
- While Dan's CC service and leadership will be missed greatly, we are very proud of him as he takes on new responsibilities
- Upon Dan's departure Ila Flannigan will serve as the Acting Executive Officer and David Saeger will be the Acting Deputy Executive Officer



**Ila Anita Flannigan, MHA, FACHE**

NIH CC, Deputy Executive Officer (*current*)



**David Saeger, MPA**

NIH CC Chief, Office of Hospital Administrative Support (*current*)



# **Welcome, Mr. Sunil Vasudevan, M.E., M.S. CC Chief Financial Officer (CFO)**

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## **Prior Positions:**

- **Senior Director of Finance at Suburban Hospital**
  - Responsible for financial planning and budgeting as well as the day-to-day aspects of the operational financial management for Suburban and its controlled affiliates
- **Director of Financial Analysis and Decision Support for the National Capital Region (NCR) for Johns Hopkins Medicine**
  - Involved with preparation of analytics for many major strategic initiatives and capital investments in the NCR
- **Worked with the Financial Analysis Unit at the Johns Hopkins Health System**
  - Led business case development for key enterprise IT systems, joint venture due diligence, and business planning for program expansions across the enterprise



## **Dr. Leighton Chan: Acting CC Chief Scientific Officer (CSO)**

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- **As announced at our last CCRHB meeting, Dr. John Gallin retired in late March, leaving vacancies for his CC Chief Scientific Officer and NIH Associate Director for Clinical Research positions**
- **Leighton Chan, MD, MPH was selected as the acting CSO in March 2023. He also serves as the Chief of the CC Rehabilitation Medicine Department**

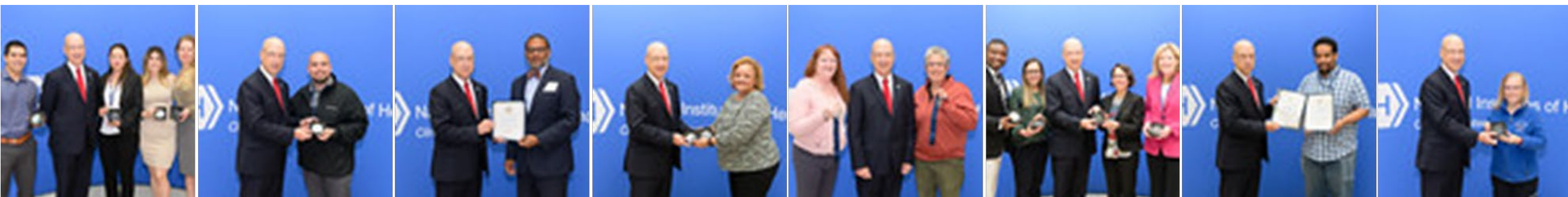


# 2022 CC CEO Award Honorees Celebration #2

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- **Virtual CEO Awards Ceremony held on 15 December 2022**
- **In-person Distribution of Awards/Certificates/Letters held on May 2nd**
  - **115 Awards with 775 Awardees**
  - **Light refreshments/photos/music**



# **Congratulations, Dr. Yukiko Asada, PhD, NIH CC Bioethics Department, Selected to Be a 2023 NIH Distinguished Scholar!**



## **Dr. Yukiko Asada:**

- **Fall 2022: joined CC Bioethics Dept. as a faculty member and tenure-track investigator in the NIH intramural research program (IRP)**
- **Research focus on health disparities/inequalities and ethics**
  - contributes to establish sound foundations of fairness in health systems and the health of populations locally, nationally, and globally
  - articulates concept of health inequity, advances measurement of health inequity, and promotes public dialogues on health inequity
  - Interdisciplinary approach exemplified in her book, Health Inequality: Morality and Measurement (Univ. of Toronto Press, 2007)

## **The NIH Distinguished Scholars Program (DSP):**

- **Recruits:** cohort of up to 15 investigators from diverse backgrounds yearly and provides mentoring/other professional development activities to foster research and career success
- **Provides:** funding to support each scholar's research for the first four years of the tenure track appointment
- **Selection:** competitive with prestigious recognition of outstanding accomplishments both in scientific research and in promoting diversity and inclusion

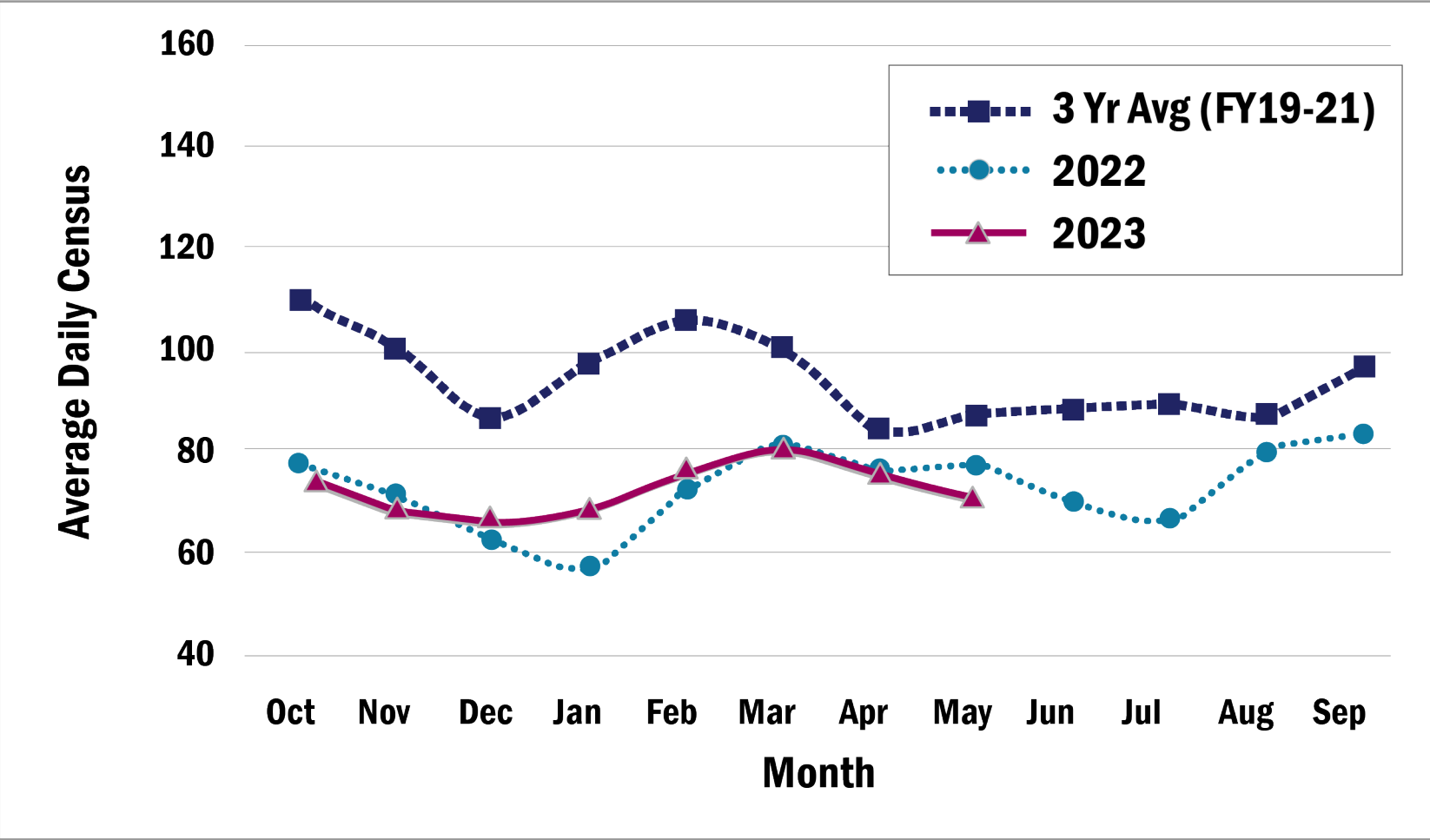
# CC Gingerbread House Video Winner: Best Digital Media Category Combined Federal Campaign of the National Capital Area

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- November 28, 2022: CC Gingerbread House tradition included in annual CFC campaign
- 3 Senior Leader Competitors: Dan Lonnerdal, Dr. David Lang, and Dr. Barbara Jordan
  - Emcee/Judge: Mike Alexander, Hospitality Services
- Many CFC donations resulted, and CC surpassed their \$60,000 goal by 170% (\$101,858 raised)
- Event recorded/posted on YouTube and CC intranet page by Office of Communications & Media Relations (OCMR) staff: Janice Duran and Dan Silber



# FY23 Average Daily Census through May 31st, 2023



**ADC Stats**

- 3-Year Average (FY 2019-2021): 94.2
- Year End FY 2022: 72.7
- Year-to-Date FY 2023 (through 5/31/23): 72.3

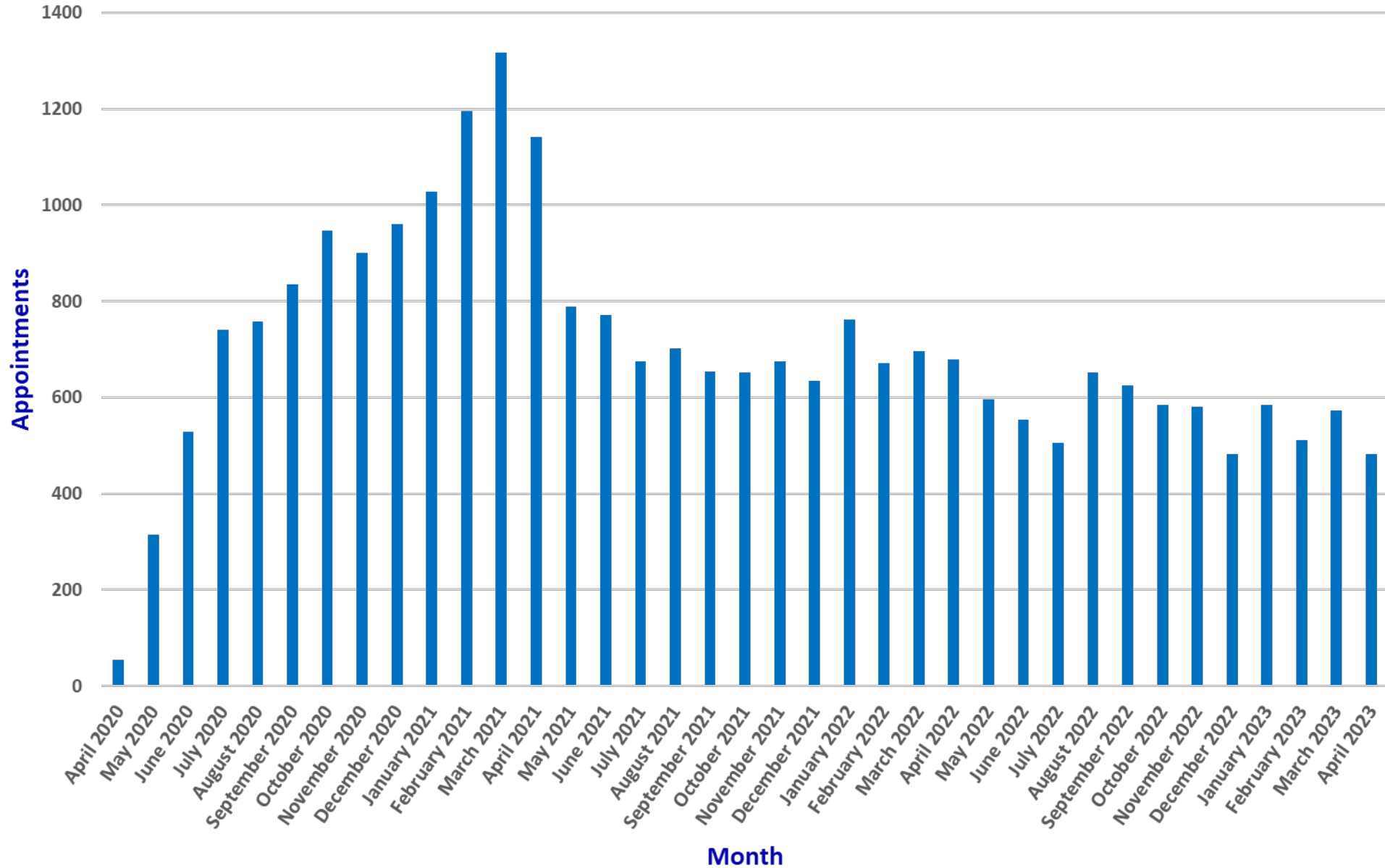


## **FY23 Year-to-Date Patient Activity through May 31st, 2023**

	YTD FY2022	YTD FY2023	% Change YTD FY22 - 23
<b>Inpatient Admissions</b>	<b>1,859</b>	<b>2,091</b>	<b>12%</b>
<b>Average Length of Stay</b>	<b>9.4</b>	<b>8.3</b>	<b>-12%</b>
<b>Inpatient Days</b>	<b>17,421</b>	<b>17,571</b>	<b>1%</b>
<b>Average Daily Census</b>	<b>71.7</b>	<b>72.3</b>	<b>1%</b>
<b>Outpatient Total Visits</b>	<b>48,420</b>	<b>53,764</b>	<b>11%</b>
<b>Clinic Visits</b>	<b>38,395</b>	<b>43,941</b>	<b>14%</b>
<b>Day Hospital Visits</b>	<b>10,025</b>	<b>9,823</b>	<b>-2%</b>
<b>New Patients</b>	<b>3,735</b>	<b>4,192</b>	<b>12%</b>

# Telehealth Appointments by Month

## April 2020-April 2023



Institute	Appointments
NCI	9,588
NIAID	2,607
NICHD	2,072
NIAAA	2,056
NHLBI	1,838
NIDDK	1,743
NIMH	1,666
NIAMS	1,361
NHGRI	964
CC	711
NINDS	520
NIDCR	421
NIEHS	75
NCCIH	67
NINR	60
NEI	54
NIDCD	0
<b>Grand Total</b>	<b>25,803</b>

# **DEIA Updates**


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- **NIH-wide Strategic Plan for DEIA 2023-2027 Released**
- **CC DEIA Advisory Committee (CCDEIAAC)**
  - **Stood up January 2023: Subgroups established March 2023**
  - **DEIA Awards, Recognition Programs**
- **REEP Focused-Assessment Review (FAR) (February 2023)**
- **Launched CC DEIA Programs (March 2023)**

# 2023 DEIA Forums

- A Facilitated Discussion on Police Brutality: March 21st [NIH VideoCast: A Facilitated Discussion on Police Brutality](#)
- A Facilitated Discussion Part 2: Excessive use of Force: April 18th [NIH VideoCast: A Facilitated Discussion Part 2: Excessive Use of Force](#)
- Sex, Gender, Pronouns and More: June 12, 2023 [NIH VideoCast](#)

Clinical Center DEIA Programs and the NIH Office of Equity, Diversity and Inclusion  
**“A Facilitated Discussion on Police Brutality”**  
with **Dr. James Gilman, Clinical Center CEO**  
and **Kevin Williams, ESQ, Director, Office of Equity, Diversity and Inclusion**  
March 21, 11 am - 12:30 pm Lipsett Auditorium and via Videocast




<http://bit.ly/DEIAevents>  
(NIH Staff Only)

Prompted by the Tyre Nichols case and other police-related events, this forum will be the first of its kind for the NIH Clinical Center. Audience members will be able to ask questions and interact with Dr. Gilman and panelists from the CC and NIH Office of EDI.

Clinical Center DEIA Programs and the NIH Office of Equity, Diversity and Inclusion present  
**“A Facilitated Discussion Part 2: Excessive Use of Force”**  
Tuesday, April 18 | 11 am - 12 pm

A follow up to “A Facilitated Discussion on Police Brutality” on March 21st, this forum is an opportunity to focus more extensively on Q&A with Dr. Gilman and representatives from the NIH Police, NIH Office of EDI, and the UNITE Initiative.



Videocast:  
[bit.ly/40MKDxY](http://bit.ly/40MKDxY)

Speakers:  
Dr. James Gilman, CEO, NIH Clinical Center and  
Leslie Campbell, Acting Chief, NIH Division of Police, Office of Research Services

CC DEIA Programs Presents  
**Sex, Gender, Pronouns and More:  
What You Need to Know**

June 12, 11am-12pm

Lipsett Amphitheater  
and NIH VideoCast

This forum, focused on SGM/LGBTQI+ hot topics, is an opportunity for audience members to learn and interact with panelists during our Q&A session.

Panelists

**Dr. Karen Parker**  
Director, Sexual & Gender Minority Research Office

**Bali White**  
Strategist, Sexual and Gender Minority Portfolio,  
Office of Equity, Diversity and Inclusion

**Heley Maness**  
Senior Clinical Research Nurse/Safety and Quality Nurse, INW

**J. Wade Atkins**  
Supervisor, Quality Assurance and Regulatory Affairs,  
Department of Transfusion Medicine

**David Saeger**  
Chief, Office of Hospital Administrative Support, Moderator

# Upcoming in DEIA

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## Next Steps

- Operationalize DEIAAC Subgroups
- DEIA Awards, Recognition Programs
- Continue to implement 6 REEP initiatives, as well as identify new initiatives

## National Commemorations

- June: LGBTQ+ Pride Month, Caribbean American Heritage Month, Juneteenth

CC DEIA Programs at [CCDEIAPrograms@cc.nih.gov](mailto:CCDEIAPrograms@cc.nih.gov)

# Health Disparities

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**CC Workgroups in preliminary discussions to determine:**

- **Program Framework**
- **Focus**
- **Metrics**
- **Data Collection**
- **Initiatives/interventions**

**Clinical Center HD Workgroup focused on CC-wide needs with attention to JCO requirements in conjunction with group focused on GMEC/CLER disparities-focused medical education requirements**

# Gradual Relaxation of CC COVID-19 Restrictions

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- **Discontinuation of “At Will” COVID-19 testing:**
  - Testing will still be done by Occupational Medicine Service for NIH staff for whom COVID-19 testing is advisable
  - Results of tests performed at the CC will be will relayed to staff members and supervisors as indicated.
- **New CC Mask Requirements:**
  - *Beginning June 5, 2023: CC – provided masks required in patient care areas only*
    - Mask dispensers and signs placed in all patient care areas
    - In addition, mask dispensers located at the North, South, and P1 lobby entrances
  - *Beginning June 5, 2023: masks are optional in non-patient care areas*
    - Change doesn’t affect guidelines for use of respirators for airborne and enhanced respiratory isolation
    - In accordance with CDC guidelines, use of eye protection by staff is required during select patient care activities, e.g., procedures or patient care activities that are likely to generate splashes or sprays of blood, body fluids, etc; caring for patients on enhanced respiratory isolation, etc.
- **Mask requirements may change depending on SARS-CoV-2/other respiratory virus activity levels**
- **Evaluation underway to consider opening additional CC entry/exit points**



# Leadership Rounds

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- Each week, 3 teams of two CC leaders
  - Each team visits 1-2 clinical areas
  - General discussion with staff
    - Safety culture
    - Concerns and barriers
    - Performance improvement projects
  - Focused areas of emphasis
    - Sterile instruments
    - Medication management
  - Environment of care observations
- Focused on results of mock surveys**





# Mock Tracers

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- **Bi-weekly, OPSCQ and CCND with multidisciplinary group**
- **One topic or area focused tracer**
- **Clinical areas and CC Departments**
- **Questions/observations from Joint Commission Resources**
- **Focused on Joint Commission elements of performance**
- **Goals**
  - **Continuous assessment of our readiness**
  - **Practice and enculturation of the tracer process**



*CLINICAL AND SAFETY PERFORMANCE METRICS*

Executive Dashboard

NIH Clinical Center  
June 2023

- **CC Quarterly report provided to CCRHB members prior to every meeting**
- **Post meeting, report posted on CC website for public viewing**

**Any questions/comments for Dr. Lang?**



**Twenty-fourth Meeting of the Clinical Center Research Hospital Board  
National Institutes of Health (NIH)**

**AGENDA**

**Friday, June 16, 2023**

**OPEN SESSION**

<b>9:30 AM</b>	<b>Welcome &amp; Board Chair's Overview</b> ➤ <b>Norvell V. Coots, MD</b> , <i>President and CEO, Holy Cross Health and Chair, NIH Clinical Center (CC) Research Hospital Board</i>
<b>9:40 AM</b>	<b>NIH Director's Remarks</b> ➤ <b>Lawrence A. Tabak, DDS, PhD</b> , <i>Performing the Duties of the Director, NIH</i>
<b>10:00 AM</b>	<b>NIH CC CEO Update</b> ➤ <b>James K. Gilman, MD</b> , <i>Chief Executive Officer, NIH Clinical Center</i>
<b>10:30 AM</b>	<b>Strategic Thoughts in Preparation for 2024 Clinical Center Strategic Plan</b> ➤ <b>James K. Gilman, MD</b> , <i>Chief Executive Officer, NIH Clinical Center</i>
<b>11:00 AM</b>	<b>Translational Biobehavioral and Health Disparities Branch (TBHD): From Community to Bench and Back</b> ➤ <b>Gwenyth R. Wallen, PhD, RN</b> , <i>Chief, Translational Biobehavioral and Health Disparities Branch, Senior Investigator, NIH Clinical Center</i>
<b>11:30 AM</b>	<b>Discussion/Break</b>
<b>11:40 AM</b>	<b>NIH and Clinical Center Leadership Development Courses &amp; Programs</b> ➤ <b>Charlotte Pak, MA</b> , <i>Chief, Office of Workforce Management and Development, NIH Clinical Center</i>
<b>12:00 PM</b>	<b>ARPA-H: The Mission</b> ➤ <b>Jennifer Roberts, PhD</b> , <i>Director, Resilient Systems, ARPA-H</i>
<b>12:45 PM</b>	<b>Discussion/Closing Remarks</b>
<b>1:00 PM</b>	<b>Adjournment</b>