

CEO Update to CCRHB

2 February 2018

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MG, USA (ret)

Staff



- **Gwen Wallen, PhD, RN**, Chief Nurse Officer, CC Nursing Department
 - Not one, but two national searches
- **Jeremy Davis, MD**, appointed CC Surgeon-in-Chief, Staff Clinician, NCI, Thoracic & Gastrointestinal Oncology Branch
- **Karen Frank, MD, PhD, D(ABMM)**, Acting Chief, Department of Laboratory Medicine
 - Retirement of Dr. Tom Fleisher after ~40 years of service
 - National search to launch in February

**COO Search Complete, Compensation Negotiated, Not Yet Able to Announce
Chief of Radiology & Imaging Sciences – Similar Situation**

Facilities

- **Challenges related to extreme cold and dry weather**
- **Fire suppression sprinkler mishap in one tissue culture room in 3T**
- **Propylene glycol pipe burst on 14th level of ACRF**
- **2J remediation completed**
- **Work in hospice rooms begins this month**

2017 Federal Employee Viewpoint Survey (FEVS)

- **56% CC Response rate = 16% increase from 2016 (tied NIMH for largest IC increase)**
- **40 items (out of 71) considered strengths (>65% positive rating)**
 - 2016 results: 30 strengths
- **3 items considered challenges (<40% positive rating)**
 - 2016 results: 5 challenges
- **1 item considered opportunity (>30% neutral rating)**
 - 2016 results: 0 opportunities
- **21 items improved from 2016 results (>5% increase in positive rating)**
 - 2016 results: 2 improved items
- **0 items declined from 2016 results (>5% decrease in positive rating)**
 - 2016 results: 7 declined items



FEVS Findings

Top 3 CC Items

1. When needed I am willing to put in the extra effort to get a job done (96%)
2. The work I do is important (94%)
3. I am constantly looking for ways to do my job better (92%)

These are also NIH's top 3 items

Top 3 CC Improved Items

1. I have a high level of respect for my organization's senior leaders (+9%)
2. How satisfied are you with the policies and practices of your senior leaders? (+8%)
3. Managers promote communication among different work units (+7%)

In 2017, all 12 Leadership items improved

Lowest 3 CC Items

1. Pay raises depend on how well employees perform their jobs (33%)
2. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve (38%)
3. How satisfied are you with your opportunity to get a better job in your organization (39%)

These are also NIH's lowest 3 items

Themes/Action Items

Themes:

- Pay, Promotions, Poor Performers, Recruitment in the Federal Government
- Awards/Recognition, Creativity and Innovation
- Motivation, Commitment, Honesty and Communication from Senior Leaders
- Policies and Procedures of Senior Leaders
- Personal Empowerment with Respect to Work Processes and Involvement in Work-related Decisions
- Sufficient Resources
- Work/Life Programs

Proposed Action Items:

- Set up Training/Brown Bag for front line staff to educate on federal pay, recruitment, promotions and performance management
- Add a new Innovation category/award in 2018
- Distribute FEVS Dashboards & Action Plans to departments
- Post 2017 FEVS results summary on CC intranet

2018 Budget

- **Overall 6.2% increase from FY 2017**
- **Pharmacy Staffing**
- **Center for Cellular Engineering**
- **Primary Nurse Model**
- **Consolidated Office of Clinical Research Support**

Focus Areas CY 18

- **Space**
- **Protocol review**
- **Training for supervisors – leadership & management**
- **Efficiency of operations in Day Hospital / Out-patient Clinics**
- **Harassment prevention & response**

Today's Agenda

OPEN SESSION	
9:00 am	Welcome & Board Chair's Overview ➤ <i>Laura Forese, MD, New York-Presbyterian, and Hospital Board Chair</i>
9:05 am	NIH Director's Remarks ➤ <i>Francis Collins, MD, PhD, Director, NIH</i>
9:10 am	NIH CC CEO Update ➤ <i>James Gilman, MD, Chief Executive Officer, NIH Clinical Center</i>
9:40 am	Discussion
10:10 am	Break
10:25 am	Patient Safety at the CC – Right Path? (1) ➤ <i>Richard Childs, MD, Rear Admiral (RADM), USPHS Commissioned Corps, and Assistant U.S. Surgeon General, Clinical Director, NHLBI</i> ➤ <i>Carter Van Waes, MD, PhD, Clinical Director, NIDCD; Chair, Medical Executive Committee</i> ➤ Discussion
11:25 am	Patient Safety at the CC – Right Path? (2) ➤ <i>Gwenyth Wallen, PhD, RN, Chief Nurse, CC Nursing Department</i> ➤ <i>CAPT Diane Aker, MBA RN, Senior Nurse Manager 3NE</i> ➤ <i>Georgie Cusack, MS, RN, AOCNS, Director of Education & Outcomes, NHLBI</i> ➤ Discussion
12:25 pm	Lunch
1:25 pm	Patient & Staff Safety Beyond Stars ➤ <i>Laura M. Lee, MS, RN, Director, Clinical Center Office of Patient Safety & Clinical Quality</i> ➤ #1 Clinical Emergencies: Mass Transfusion Policy, Stat Antibiotics ➤ #2 High Risk/Low Volume Procedures ➤ #3 Culture of Patient Safety Survey ➤ #4 Hand Hygiene – <i>Tara Palmore, MD, Clinical Center Hospital Epidemiologist</i> ➤ #5 Safe Patient Handling Task Force – <i>Gwenyth Wallen, PhD, RN, Chief Nurse, CC Nursing Department</i> ➤ Discussion
2:25 pm	Center for Cellular Engineering (CCE) ➤ <i>Harvey Klein, MD, Chief, Clinical Center Transfusion Medicine Department</i> ➤ Discussion
3:10 pm	CLOSED SESSION: As described in 82 FR 29297, a portion of the meeting will be closed to the public in accordance with section 10(d) of the Federal Advisory Committee Act (FACA) and provisions set forth in sections 552b(c)(6) and 552b(c)(9)(B), Title 5 U.S.C.