

CEO Presentation to the CCRHB

February 17, 2023

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



**Clinical Center
70th Anniversary**

Current CC Leadership Vacancies

- **CC Chief Nurse Officer***
- **CC Chief Financial Officer****
- **CC Chief, Pharmacy Department***
- **CC Chief, Office of Clinical Research Training and Medical Education (OCRTME)****
- **CC Hospital Epidemiologist/Chief, Hospital Epidemiology Service****
- **CC Chief, Department of Transfusion Medicine**

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

Welcome Cecelia (Cece) C. Henry

Scientific Diversity Advisor for the Clinical Center

- **Responsibilities:**

- Coordinate CC DEIA activities
- Serve as principal advisor negotiating recommendations and actions on special initiatives/projects
- Involve diversity and inclusion issues as they impact the organization's program that support the creation of a diverse and inclusive biomedical, clinical, and/or social and behavioral science workforce



- **Plans:**

- Lead a variety of programs designed to address CC diversity, equity, inclusion and accessibility (DEIA) issues
 - Will include specific focus on disparity issues related to the underrepresentation of racial, ethnic, and other groups

- **Prior Role:** co-chair of the CC Nursing Department Diversity, Equity & Inclusion Council

- **Current Role:** Serves on the NIH Antiracism Steering Committee and the NIH Office of Equity, Diversity and Inclusion Black Engagement Committee

DEIA

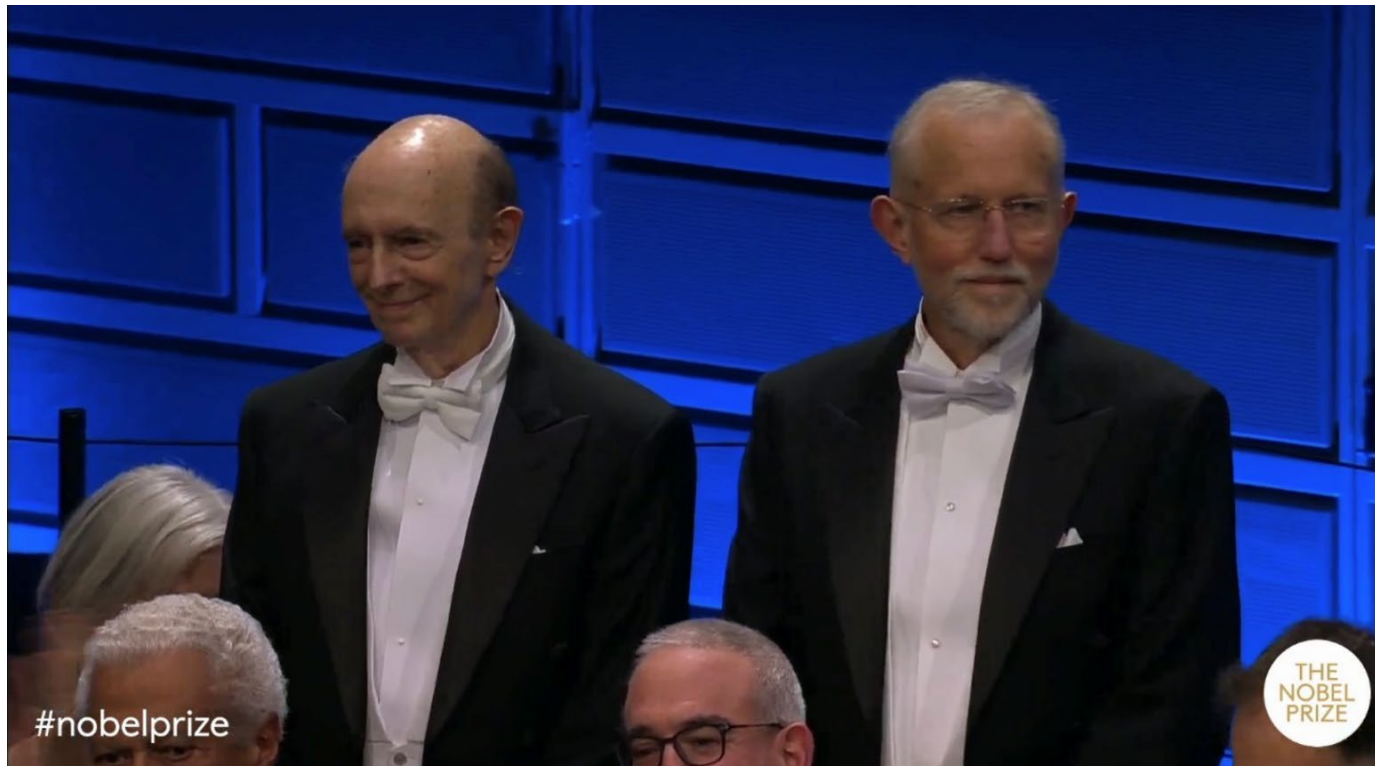
- **Racial & Ethnic Equity Plan – FAR on 14 February**
- **Added 6th initiative focused on accessibility**
- **Selected Scientific Diversity Advisor**
- **First meeting of CC DEIA Advisory Committee**
- **First analysis of Quality Step Increase data over the last few years**

Recent Honorees

- **2022 CEO Awards:**
 - **6th Annual CEO Awards Ceremony (3rd Virtual) on December 16th**
 - **115 Awards with 775 Awardees**
 - **Planning in-person distribution of awards/certificates with COVID-precautions in upcoming weeks (date TBD)**

December 10, 2022 From Stockholm!

Nobel laureates congregated in the Swedish capital for the 1st fully in-person award ceremonies complete with a formal banquet since the COVID-19 pandemic curtailed events in the prior 2 years.



2020 Nobel Prize in Physiology or Medicine jointly to Harvey J. Alter (left) and Charles M. Rice (right) and Michael Houghton (not pictured) for the discovery of Hepatitis C virus

Dr. Alter's Presentation to the CCRHB On July 23, 2021

HEPATITIS C:
THE END OF THE
BEGINNING
AND PERHAPS
THE
BEGINNING OF THE END

I ALWAYS GIVE 100%
AT WORK

12% on Monday
23% on Tuesday
37% on Wednesday
23% on Thursday
5% on Friday

*I NEVER HAD NO
NOBEL DREAMS*

NEW YORKER FAVORITES "Cat Person" Mae West, Queen of New York What Vivian Maier Saw Insights on the Early Internet



PERSONAL HISTORY JANUARY 30, 2023 ISSUE

NOBODY HAS MY CONDITION BUT ME

Medical researchers find my genetic mutation endlessly fascinating. But being unique isn't a plus when you're a patient.

By Beverly Gage

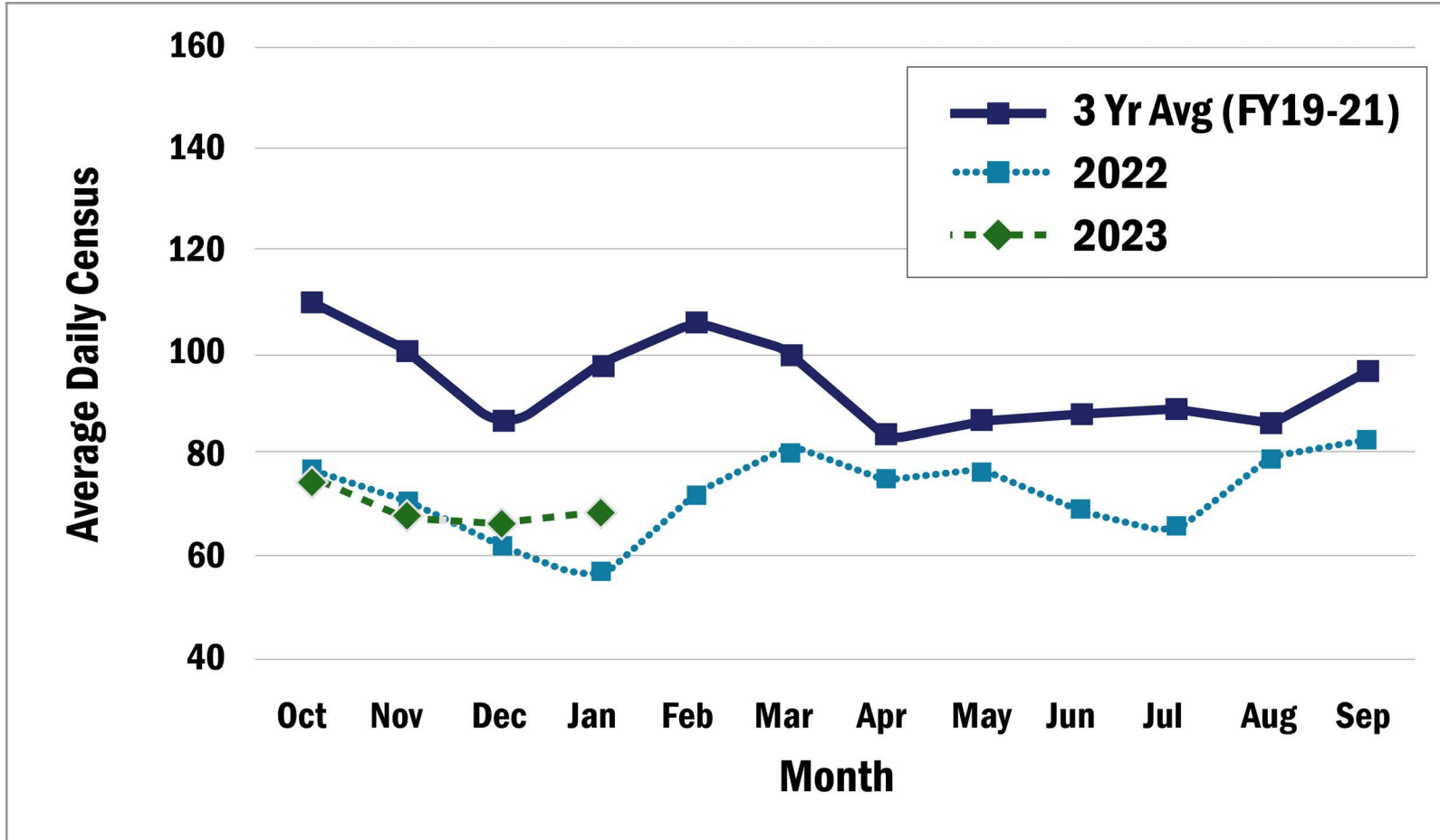
January 23, 2023

Dr. Gage, the writer, has been a CC patient since April 2021.

She works as a History Professor at Yale.

The essay is available on the *New Yorker* website and in the 1/30 print issue.

FY23 Average Daily Census as of January 31, 2023



ADC Stats

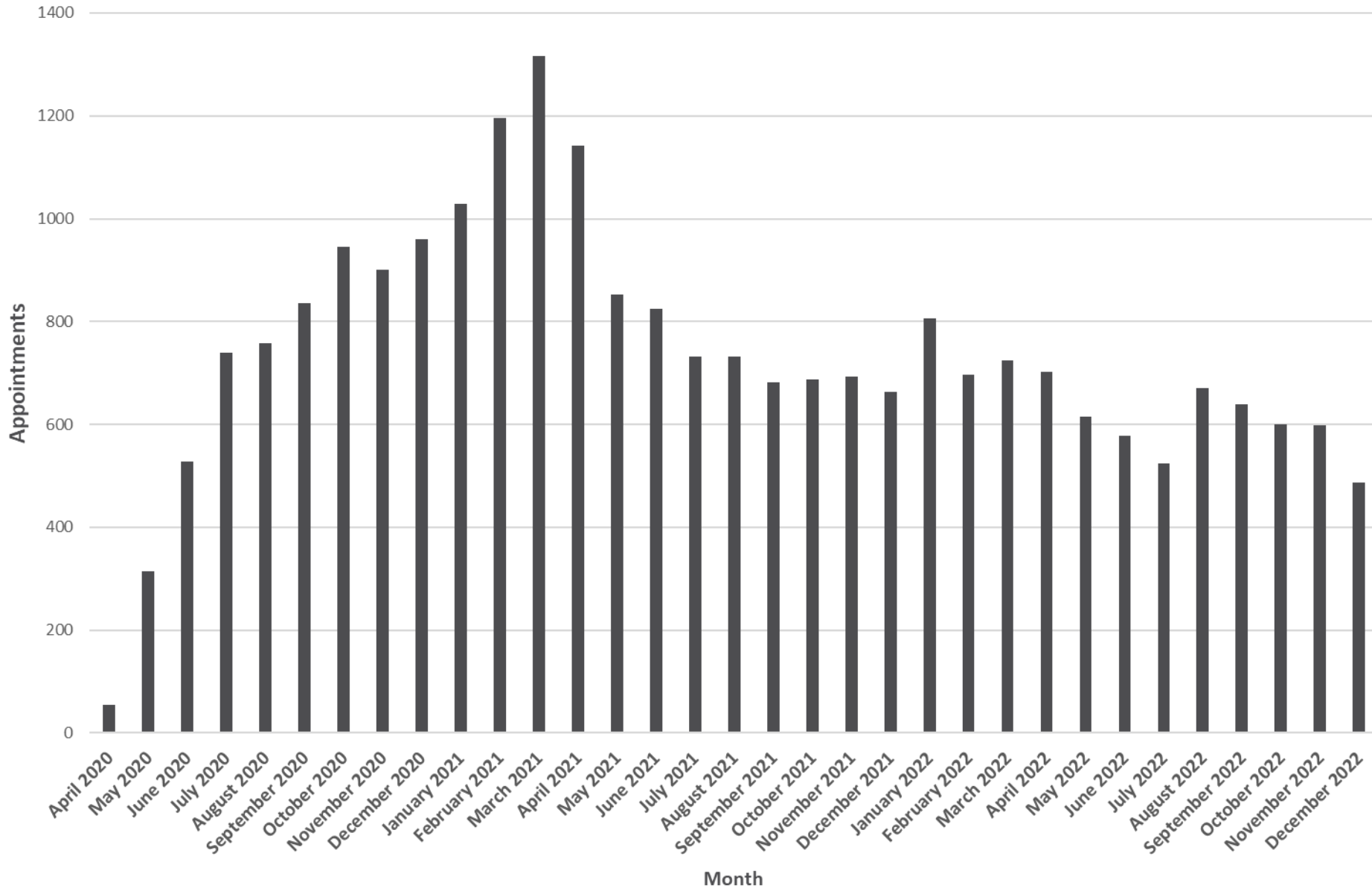
- 3-Year Average (FY 2019-2021): 94.2
- Year End FY 2022: 72.5
- Year-to-Date FY 2023 (as of 1/31/2023): 69.6

FY23 Year-to-Date Patient Activity as of January 31, 2023

	YTD FY2022	YTD FY2023	% Change YTD FY22-23
Inpatient Admissions	870	999	15%
Average Length of Stay	9.6	8.5	-11%
Inpatient Days	8,215	8,560	4%
Average Daily Census	66.8	69.6	4%
Outpatient Total Visits	21,569	26,692	24%
<i>Clinic Visits</i>	16,978	21,428	26%
<i>Day Hospital Visits</i>	4,591	5,264	15%
New Patients	1,573	2,058	31%

Telehealth Appointments by Month

April 2020 - December 2022



Institute	Appointments
NCI	8,964
NIAID	2,508
NICHD	2,038
NIAAA	1,892
NHLBI	1,726
NIDDK	1,611
NIAMS	1,472
NIMH	1,452
NHGRI	878
CC	603
NINDS	473
NIDCR	380
NIEHS	72
NCCIH	66
NEI	55
NINR	36
NIDCD	0
Grand Total	24,226

Joint Commission Mock Survey

February 7 – 9, 2023



The Joint Commission:

- Sets standards and accredits healthcare organizations
- Hospital surveys conducted every 3 years - we were surveyed in September 2021

Mock Survey:

- Conducted by an experienced group to simulate a Joint Commission triennial survey:
 - Includes unit-based tracers, review of documents and data, leadership meeting
 - Intent to help us see how we are doing and where we need focus



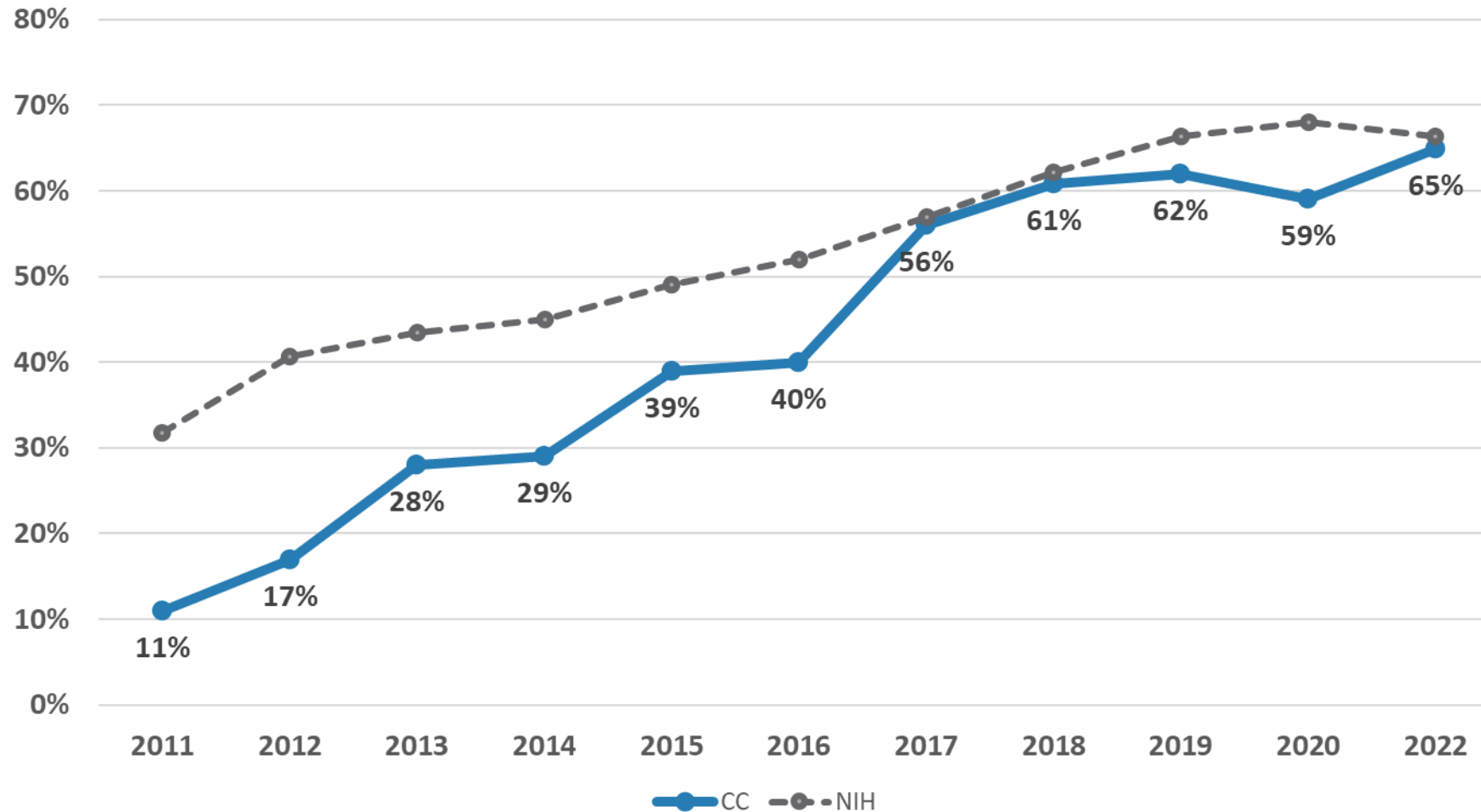
2022 Clinical Center FEVS Results

Federal Employee Viewpoint Survey (FEVS)

- Annual employee survey administered by the Office of Personnel Management (OPM) measuring federal employees' perceptions about work experiences, organizations, and leaders.
- Distributed over email to all full- and part-time permanent, non-seasonal employees, including Title 42 and Commissioned Corps employees, on-board on or before November 19, 2021.
- Open from June 6th to July 22nd (seven weeks).
- % Positive Rating = % of respondents who selected Agree or Strongly Agree (*except #12 and 34 in which case % positive = % of respondents who disagree or strongly disagree*).
- Core survey contained 89 core items, as well as 5 new return to work items.
- *New* Performance Confidence and DEIA Index
- NOTE: Since ICs did not receive data in 2021, 2022 results are compared to 2020

FEVS Participation Rates

2022 CC response rate was 65%, an increase of 6% from 2020

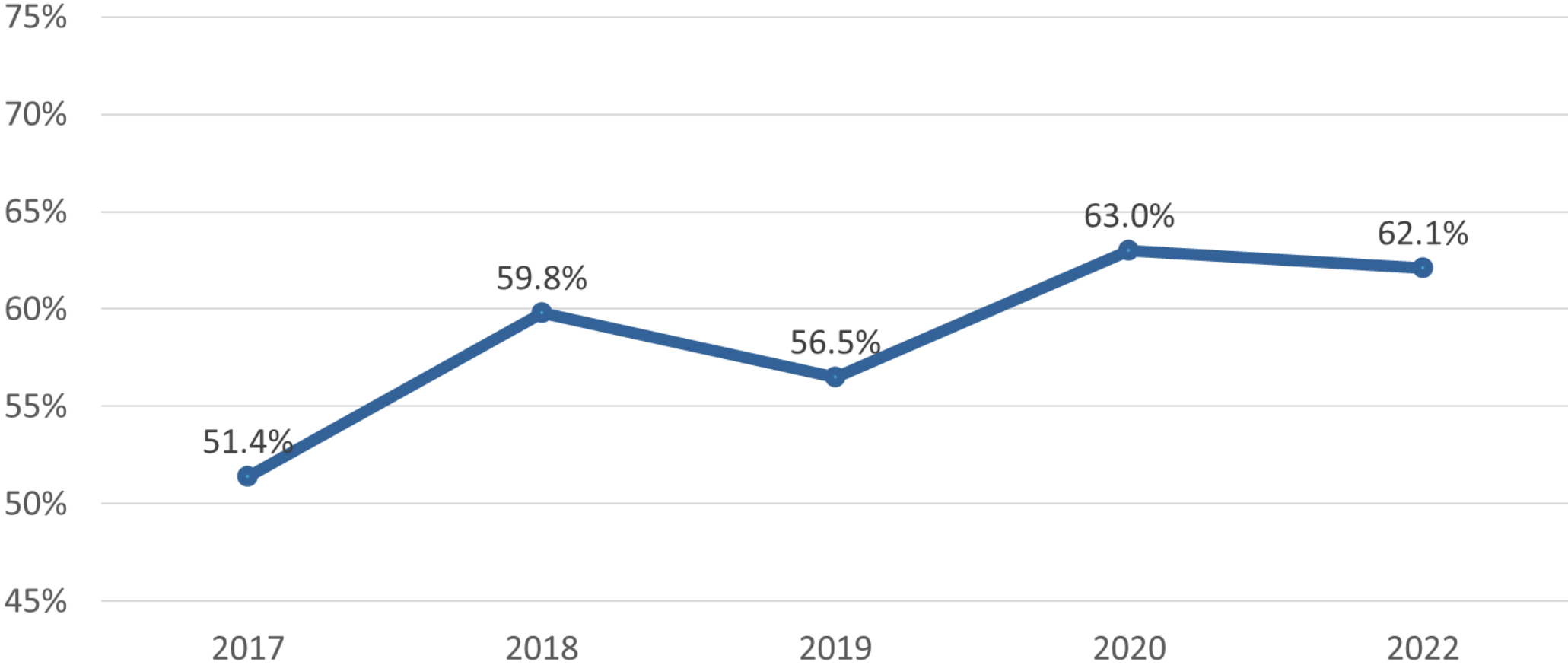


OPM & HHS Measured Indices

Index	Description	2022 Positive Rating	Diff with 2020
Belief in Action Indicator	Q44: I believe the results of this survey will be used to make my agency a better place to work	62%	-1%
Global Satisfaction (GSI)	Employee contentment with job, pay and organization	67%	-6%
Employee Engagement (EEI)	Engagement potential of the org's work environment	76%	-2%
<i>Leaders Lead</i>	<i>Leaders demonstrate integrity, communication, workforce motivation</i>	67%	-5%
<i>Supervisors</i>	<i>Employees trust, respect and support their supervisor</i>	80%	+1%
<i>Intrinsic Work Experience</i>	<i>Employees feel motivated and competent</i>	81%	-2%
Performance Confidence	Measures employees' view that their work unit can achieve goals and produce at a high level	89%	N/A

NEW!

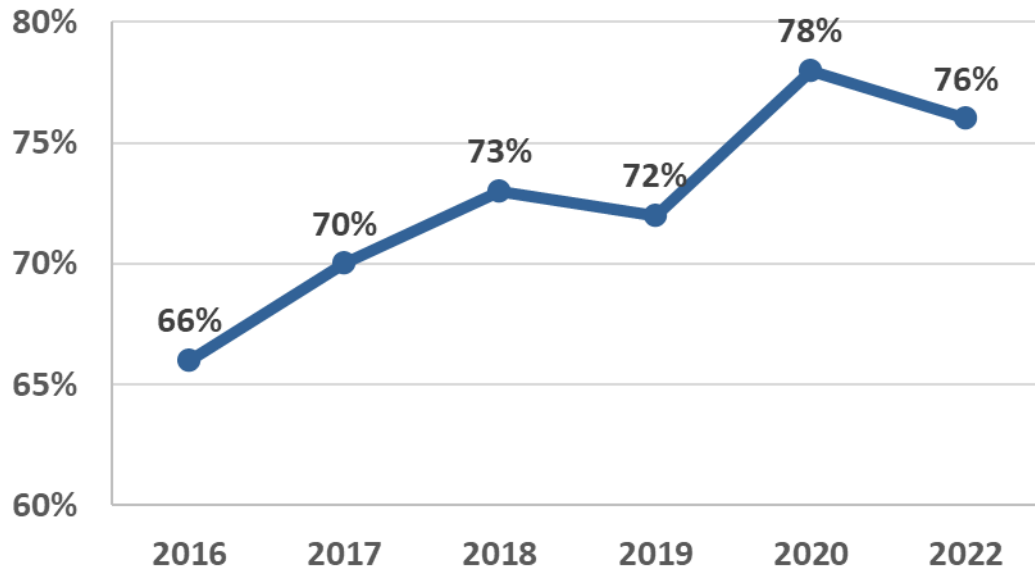
Belief In Action Indicator



BIAI decreased by **0.9%** (still 5.7% increase from 2019)

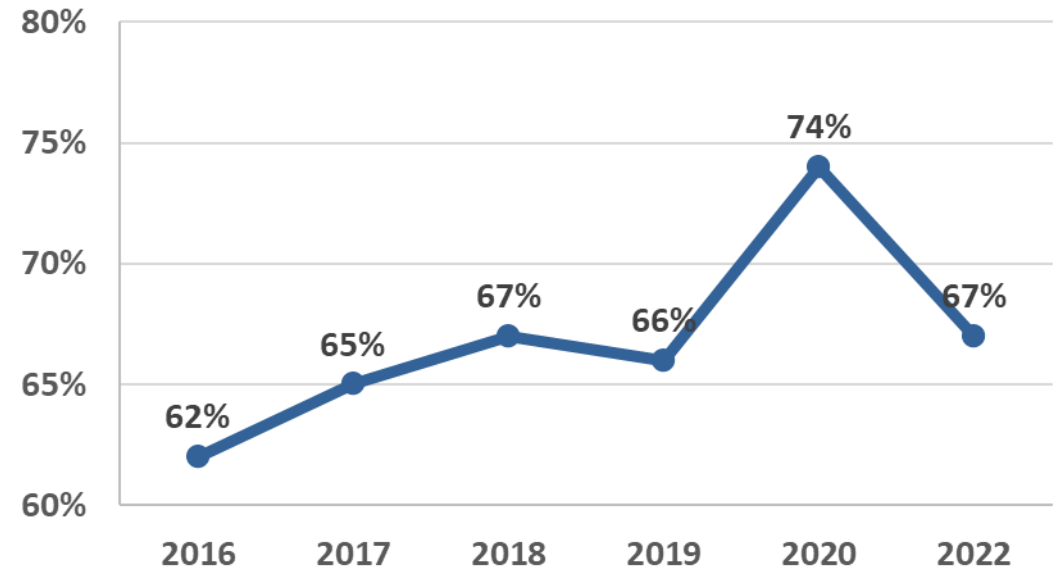
EEI and GSI

Employee Engagement Index (EEI)



EEI decreased by 2% (still 4% above 2019)

Global Satisfaction Index (GSI)



GSI decreased by 7% (still 1% above 2019)

CC Strengths and Challenges 2016-2022

Items	2016	2017	2018	2019	2020*	2022**
Strength Items (≥65% positive)	42%	56%	68%	66%	86%	82%
Challenge Items (≤40% positive)	7%	4%	1%	1%	0%	1%
Greater than NIH (by 5% or more)	0%	0%	0%	0%	0%	1%
Lower than NIH (by 5% or more)	72%	68%	51%	63%	32%	59%
Improved from Previous Year (by 5% or more)	3%	30%	11%	0%	76%	0%
Declined from Previous Year (by 5% or more)	10%	0%	0%	0%	0%	9%

* Out of 37 instead of 71

** Out of 88 items

Declined Items from 2022 5 Year History

Item Text	2022	2020	2019	2018	2017
Considering everything, how satisfied are you with your pay?	49.6%	59.0%	52.1%	52.7%	50.8%
In my work unit, differences in performance are recognized in a meaningful way.	50.0%	56.7%	46.5%	45.4%	43.5%
How satisfied are you with your involvement in decisions that affect your work? *	58.8%	63.2%	57.0%	60.3%	56.7%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	59.0%	66.1%	58.3%	58.4%	50.3%
How satisfied are you with the information you receive from management on what's going on in your organization?	61.8%	68.0%	59.4%	63.0%	58.1%
Senior leaders demonstrate support for Work-Life programs.	66.1%	72.1%	61.7%	64.5%	57.8%
My organization's senior leaders maintain high standards of honesty and integrity.	68.2%	74.3%	68.0%	65.0%	60.3%
Considering everything, how satisfied are you with your organization?	70.5%	76.3%	67.5%	69.2%	67.0%
I recommend my organization as a good place to work.	76.2%	81.7%	73.5%	73.9%	73.2%

* Only declined by 4.4% (less than 5% is not considered significant) but included due to being part of CC's bottom 10 items (6th lowest item)

CC DECLINED ITEMS

(≥5% DECREASE IN POSITIVE RATING)

- 1. Considering everything, how satisfied are you with your pay? (-9.4%)**
- 2. In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (-7.1%)**
- 3. In my work unit, differences in performance are recognized in a meaningful way. (-6.7%)**
- 4. How satisfied are you with the information you receive from management on what's going on in your organization? (-6.2%)**
- 5. My organization's senior leaders maintain high standards of honesty and integrity. (-6.1%)**

CC Opportunities (≥30% neutral rating)

No items were above 30% neutral – these were the “runners up”:

- 1. Employees in my work unit are typically under too much pressure to meet work goals. (25.4% neutral)**
- 2. In my work unit, differences in performance are recognized in a meaningful way. (25% neutral)**
- 3. Continually changing work priorities make it hard for me to produce high quality work. (24.9% neutral)**
- 4. My organization responds to my accessibility needs in a timely manner. (23.5% neutral)**
- 5. How satisfied are you with the information you receive from management on what's going on in your organization? (23.1% neutral)**

NEW DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY (DEIA) INDEX

Diversity

Q71: My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).

Q72: My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).

Equity

Q73: I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.

Q74: My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).

Q75: In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).

Inclusion

Q77: Employees in my work unit make me feel like I belong.

Q78: Employees in my work unit care about me as a person.

Q79: I am comfortable expressing opinions that are different from other employees in my work unit.

Q80: In my work unit, people's differences are respected.

Q81: I can be successful in my organization being myself.

Accessibility

Q82: I can easily make a request of my organization to meet my accessibility needs.

Q83: My organization responds to my accessibility needs in a timely manner.

Q84: My organization meets my accessibility needs.

NEW DEIA INDEX

Index	Description	2022 Positive Rating
Diversity, Equity, Inclusion, and Accessibility (DEIA)	Respondents' perceptions of practices related to DEIA	73%
<i>Diversity</i>	<i>The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.</i>	75%
<i>Equity</i>	<i>The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.</i>	66%
<i>Inclusion</i>	<i>The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.</i>	78%
<i>Accessibility</i>	<i>The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.</i>	71%



**RARE DISEASE
DAY at NIH**

Feb. 28, 2023 | #RDDNIH



Since 2011, NCATS and the NIH Clinical Center have co-sponsored Rare Disease Day at NIH as part of this global observance

- **Tuesday, Feb. 28, 2023, from 9 a.m. to 5 p.m. EST:**
 - Following 2 years of virtual events, this will be an in-person event as well as a virtual livestream via NIH VideoCast with the event archived for replay afterward.
 - The event agenda features panel discussions, rare diseases stories, exhibitors and scientific posters. The event is free and open to the public.
 - Featured presentation on the NIH Clinical Center's Resources for Clinical Trials by Nikita Curry, M.H.A., Supervisor, CC Office of Patient Recruitment

{See: <https://ncats.nih.gov/news/events/rdd> or <https://clinicalcenter.nih.gov/ocmr/events.html>}

What to Expect in 2023

- Fill staff positions and key leadership positions
- Continued focus on DEIA
- Gradual relaxation of COVID-19 restrictions
 - *Effective 2/1/23:* restrictions dropped for visitors accessing the CC for non-patient related reasons. No longer will staff need to make arrangements ahead of time for visitors, individuals, or small groups to enter the CC and this change includes the children of staff members.
- Continued assessment of the requirements for care of more pediatric patients
- Staff well-being
- Continued dialogue about the Future of Work (FoW)

Farewell Dr. John Gallin & Congratulations on Your March 25th Retirement From Federal Service!

With > 50 years at NIH that include major contributions to clinical research and longstanding leadership roles, awards, honors and accomplishments:

We recognize your tenure as the longest serving CC director (1994-2017) and offer gratitude for the foundation you fostered and visionary changes you introduced to sustain the CC's prominent position as the nation's largest hospital devoted entirely to clinical research.

You embraced this Board in 2016 and supported all of the transitions, including my arrival in 2017. And, in your service as the CC Chief Scientific Officer, you provided keen oversight to keeping research activities flourishing throughout the pandemic.

With our thanks, gratitude and well wishes for the next chapter ahead!

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

AGENDA

Friday, February 17, 2023

OPEN SESSION

9:00 AM	Welcome & Board Chair's Overview ➤ Norvell V. Coots, MD , <i>President and CEO, Holy Cross Health and Chair, NIH Clinical Center (CC) Research Hospital Board</i>
9:10 AM	NIH Director's Remarks ➤ Lawrence A. Tabak, DDS, PhD , <i>Performing the Duties of the Director, NIH</i>
9:30 AM	NIH CC CEO Update ➤ James K. Gilman, MD , <i>Chief Executive Officer, NIH Clinical Center</i>
10:00 AM	Clinical & Safety Performance Metrics ➤ David Lang, MD, MPH , <i>Director, Office of Patient Safety & Clinical Quality, NIH CC</i>
10:15 AM	Miniature 3D-Printed Emergency Respirator ➤ Andrew Mannes, MD, ME, MBA , <i>Chief, Department of Perioperative Medicine, NIH CC</i>
10:30 AM	A Paradigm Shift: Widespread SARS CoV-2 Infection and Persistence in Humans ➤ Daniel S. Chertow, MD, MPH , <i>Tenure-track Investigator and Head, Emerging Pathogens Section, Critical Care Medicine Department, NIH CC</i>
10:45 AM	Discussion/Break
11:00 AM	Facilities Presentation to the Clinical Center Research Hospital Board ➤ Dan Wheeland, P.E. , <i>Director, Office of Research Facilities, NIH</i>
11:30 AM	Magnet Journey Update ➤ Barbara A. Jordan, DNP, RN, NEA-BC , <i>Acting Chief Nurse Officer, NIH CC</i>
12:00 PM	CCRHB Pediatric Working Group Report ➤ James K. Gilman, MD , <i>Chief Executive Officer, NIH Clinical Center</i> ➤ Sherin U. Devaskar, MD , <i>Executive Chair, Department of Pediatrics, UCLA; Physician-in-Chief, Mattel Children's Hospital; and Chair, CCRHB Pediatric Working Group</i> ➤ Clifford W. Bogue, MD , <i>Waldemar Von Zedtwitz Professor of Pediatrics; Chair, Pediatrics; Chief Medical Officer, Yale New Haven Children's Hospital; and Member, CCRHB Pediatric Working Group</i>
12:55 PM	Discussion/Closing Remarks
1:00 PM	Adjournment