

**CEO Presentation  
to the  
Clinical Center Research Hospital Board**

**October 18, 2024**

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

# Thank You, Jack Leslie

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- Officially appointed as Chair, CCRHB in August 2024
- Jack's expertise and prominent career experiences will benefit the Clinical Center and the NIH going forward
- During this time of many transitions, Jack will be a steadfast leader and is already committed to his duties as CCRHB Chair



# **Mourning the Loss of Dr. John Gallin**

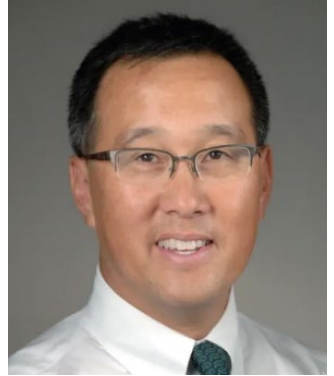


**1943 - 2024**

# Recent CC Leadership Appointments

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- **CC Scientific Officer:** Leighton Chan, MD, MPH, Chief, Rehabilitation Medicine
- **CC Chief, Social Work Department:** Melika Smith, LCSW-C, LICSW
- **CC Chief, Pain and Palliative Care Service:** David Wu, MD
- **CC Nursing Department Service Chiefs:**



**Julie George, MSN, MBA, RN, NEA-BC, CNML, NC-BC, Service Chief, Neuroscience, Behavioral Health, and Pediatrics (NBHP)**

**Jennifer Kramer, MSN, RN, NEA-BC, Service Chief, Nursing Operations (NOPS)**

# **Current CC Leadership Vacancy for CC Executive Officer**

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- **This search is near final selection and appointment**

# Farewell and Thank You, Toni Jones

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**Congratulations, CAPT Jones on New Position!**  
**Director, Office of Global Research (OGR)**  
**Division of Intramural Research,**  
**National Heart, Lung & Blood Institute (NHLBI)**

**Current CC Acting Patient Representative**  
**Sophia Grasmeder, RN, Nurse Consultant in the Office of**  
**Patient Safety and Clinical Quality, Leader of Recognition**  
**Awards in STARS (Safety, Tracking And Reporting System)**

**CAPT Antoinette L. Jones, MSOD, RN**  
**Patient Representative 2015 - 2024**  
**NIH Clinical Center**

# **Clinical Research Throughout the Spectrum of Life**

**“.....the new Institute for Child Health and Human Development, which was originally thought of as an institute for extramural grants to support activities in the universities. ....they are looking for some beds, and they are looking for some laboratories, and all of the original settlers, the early squatters, will have no part of this.”**

Oral History of Dr. Jack  
Masur, July 11, 1963.

# **New Role: Child Life Specialists, CC Department of Pediatrics**

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**Jordyn Stokes- James, MS, BA**

**CC Child Life Specialists (CCLS)  
will join the Dept. of Pediatrics  
on 10/21/2024**



**Kayley Teich, MS, BA**

**CC Child Life Specialists will support pediatric patients in both inpatient and outpatient settings from multiple Institutes**

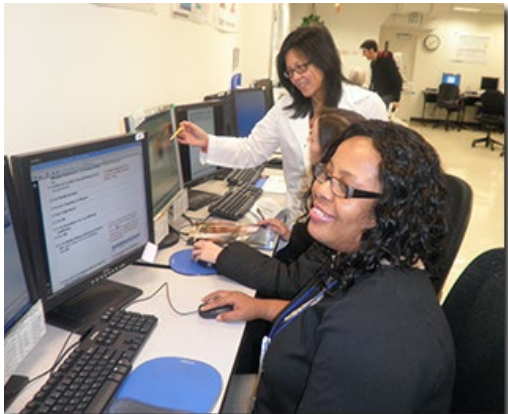
**In this role, they will:**

- **Collaborate with members of the interdisciplinary health care team**
- **Assess, and provide developmentally appropriate interventions that support the pediatric patients with painful or anxiety provoking procedures such as injections, IV insertions, blood draws, and sedated procedures**



# New Strategic Aim – Improved Ability to Access and Use Information of All Types

- **Admin** - Too much for anyone to remember – is it all necessary?
- **Admin** - Not always easy for anyone to find – is it organized as well as it could be?
- **Admin** - Poor search function
- **Admin** - Probable new CC website
- **Clinical** – procure new Electronic Health Record (EHR) or try to make the current EHR better



# Clinical Center Launches New Website CCNews Newsletter Story

Home > Clinical Center News > Clinical Center Launches New Website

Share Print

## Patient-focused resource improves the user experience

The image shows a side-by-side comparison of the NIH Clinical Center website. On the left is the redesigned website, and on the right is the previous website. The redesigned version features a clean, modern layout with a prominent header, a search bar, and a navigation menu. A large banner image shows a smiling woman in a white lab coat. Below the banner, there is a section titled '3 Ways You can Join a Study' with a numbered list starting with '1 Search the Studies'. The previous website version is more cluttered, with a search bar and navigation links at the top, and a large blue box on the right side containing the text 'The NIH Blood Bank Has Moved!' and 'NIH Blood Bank has relocated to the new wing: North of Masur Auditorium towards the South Lobby, Magnuson Building.' Below this, there is a 'More' button and a pagination indicator '1 2'.

On the left is the redesigned website compared to the previous website on the right.

# NIH Clinical Center Magnet<sup>®</sup> Journey Updates

# 2024

Excellent Patient  
Outcomes

Evidenced-Based  
Practice

Patient Safety

Clinical Excellence



Journey to  
**MAGNET**<sup>®</sup>  
Excellence

NIH Clinical Center's

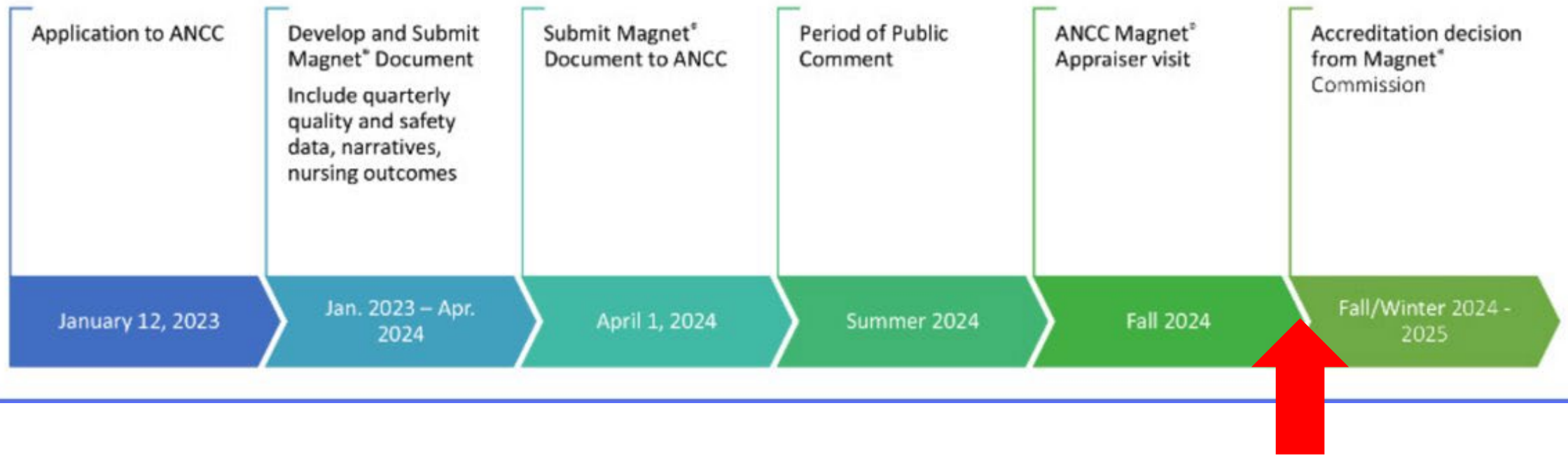
Year of  
**MAGNET**<sup>®</sup>



## Magnet Designation

- Organizational Recognition
- Only 9% Hospitals Achieve Accreditation
- Signifies organizational excellence, high quality, safe care, and an engaged nursing workforce
- Data driven & evidence based

# Journey Milestones



Magnet Site Visit: August 28 – 30, 2024

# Magnet Document and Site Visit

- The NIH CC's Magnet Document reviewed by Nurse Appraiser Team
  - Findings: 5 deficiencies...all typos or document upload issues
- **Straight to Site Visit**, no substantive deficiencies to address
  - Rare for any organization
  - EXCEEDINGLY rare for first time applicants
- Organizational readiness work involved CC Magnet Ambassadors, Leadership, Interprofessional Teams

# Magnet Site Visit



- August 28-30, 2024
- Busy 3-day agenda
  - Executive, Leadership Interview Sessions
  - Unit Visits, Concurrent Interview Sessions with Nursing Groups
  - Presentations (Pediatric Toy Cart, Audit-C Tool, Medication Reconciliation)
  - Informational Session of our choosing (Specialty of Clinical Research Nursing, Help Seeking is a Sign of Strength, CCND DEI work)

# Next Steps

- **Feedback from visit was outstanding**
  - **Strong interprofessional collaboration and relationships**
  - **Staff are deeply aligned with the mission and vision of the NIH CC and the CCND**
  - **Impressed by the caliber and quality of nursing**
  - **Comments from Appraisers:**
    - **“If I was 20 years younger, I’d apply for a job here”**
    - **“The interprofessional collaboration and relationships that I’ve seen on the units is excellent”**
    - **“Over and over, the nurses talked about how important their work was to the NIH CC’s mission. They stay because the work is so important, and they feel like they can make a difference”**
- **Appraiser team will submit formal report to the Commission on Magnet**
- **Final decision expected in November/December**



# 2024 NIH CFC Campaign – Key Dates

- 9 October 2024 – 11:00 to 11:30  
Virtual Kick-Off
- 31 October 2024 – 11:00 to 1:00  
Virtual Fall Charity Fair & Costume  
Contest
- 21 November 2024 – 10:30 to 11:30  
Director's Challenge – Cornhole:  
Throwdown in the CC Atrium



# SRLM: *Continues to Take Shape*

**1 Year Ago**

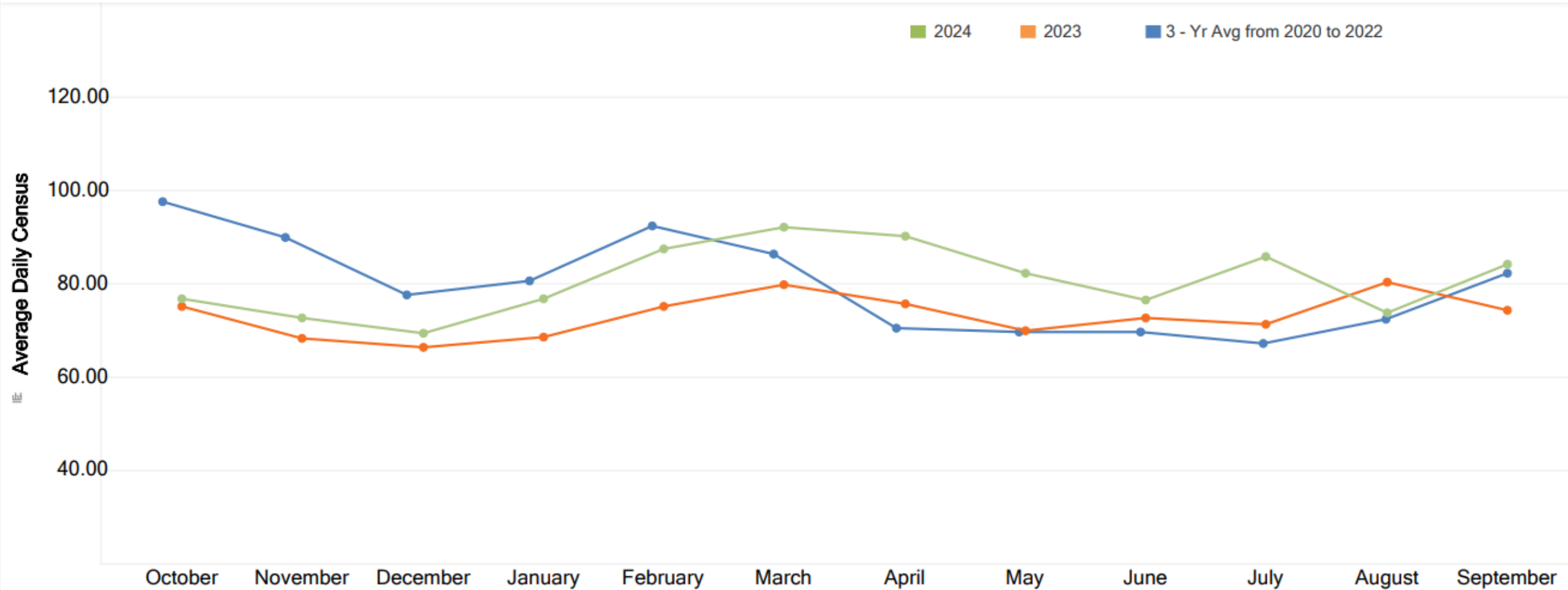


**1 Week Ago**



# YE Fiscal Year 2024 Average Daily Census

Through September 30, 2024



## ADC Stats:

3 - Yr Avg from 2020 to 2022 : 79.63  
FY Average 2023 : 73.08  
YE FY 2024 : 80.58

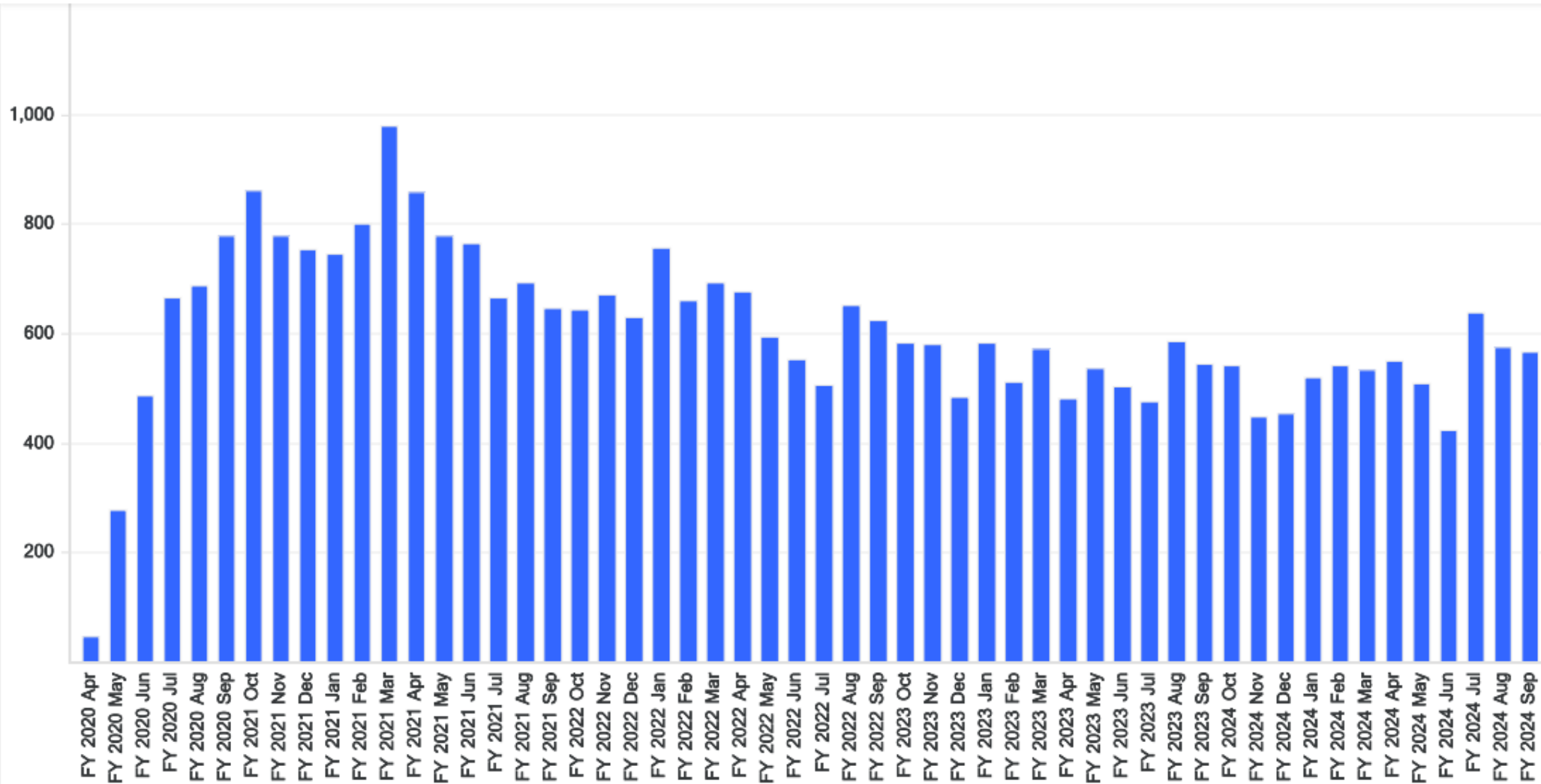
# Fiscal Year 2024 YE Patient Activity

As of September 30, 2024

	<b>YE Previous FY</b>	<b>YE Fiscal Year</b>	<b>Var %</b>
IP Admissions	3,110.00	3,346.00	7.6%
Average Length of Stay	8.08	8.07	(0.1%)
IP Days	26,676.00	29,494.00	10.6%
Average Daily Census	73.08	80.58	10.3%
OP Total Visits	81,596.00	81,646.00	0.1%
OP Clinical Visits	66,571.00	67,014.00	0.7%
OP Day Hospital Visits	15,025.00	14,631.00	(2.6%)
New Patients	6,301.00	6,385.00	1.3%

# Telehealth Visits By Month

April 2020 - September 2024



Institute	Appointments
CC	949
NCCIH	66
NCI	12,793
NEI	64
NHGRI	1,223
NHLBI	2,137
NIAAA	2,174
NIAMD	3,160
NIAMS	1,179
NICHD	2,375
NIDCD	16
NIDCR	596
NIDDK	2,565
NIEHS	73
NIMH	2,292
NINDS	745
NINR	280
<b>Total</b>	<b>32,687</b>

- EIS' Telehealth data excludes any appointment status other than arrived or completed, test patients, occupational medicine service appointments, and interpreter services; therefore, the EIS data may be slightly lower than previously reported Telehealth data.

- The displayed data currently includes pre-registered patients, external location, re-activated patients, and some inpatient telehealth appointments. Please contact EIS at [eis@mail.nih.gov](mailto:eis@mail.nih.gov) or Health Information Management for additional details.

# DEIA Updates

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## CC DEIAAC

- DEI Certification- 70% of committee have completed

**REEP- Racial Ethnic Equity Plan- (REEP):** progress assessment and FY 25 updates Submitted 10/18

- **FY2025 Focus:**
  - DEIA Education Program
    - Peer Learning Circles
  - CC- wide General Interview and Hiring Policy

## National Commemorations

- National Hispanic Heritage
- National Disability Employment Awareness
  - Project Search- *“Take Your Legislator to Work Day”* 10/8/2024

# Recent DEIA Events

**Language Access: A Decade of Progress for Hispanic and Latino Health Equity:** Featured the CC's own Brenda Robles, Program Manager, Language Interpretation Services  
Tuesday, October 15, 2024



**Cultural Competence: My Spanish Does Not Sound Like Yours,”** featuring Rosa Garay Lopez, CMI/SWD  
Wednesday, October 9, 2024

A colorful flyer with a black background and floral patterns. It features a circular portrait of Rosa Garay Lopez, a QR code for the Zoom link, and event details. The text includes the event title, date and time, and a description of the course. At the bottom, there is a note about reasonable accommodation for individuals with disabilities.

The NIH Clinical Center's Diversity, Equity, Inclusion, and Accessibility Advisory Committee  
presents

**Cultural Competence: My Spanish Does Not Sound Like Yours**

Wed, October 9 | 2 - 3 PM

Zoom Link

Rosa Garay Lopéz, CMI Spanish  
MA Translation

Embark on a captivating journey into the world of Spanish with our immersive 1-hour introductory course. Led by Rosa Garay López, a Certified Medical Interpreter and Translator at the NIH, this event will blend engaging content with dynamic activities, ensuring an enjoyable and effective learning experience.

Individuals with disabilities who need reasonable accommodation to participate in this event should contact CC DEIA Programs at [CCDEIAPrograms@cc.nih.gov](mailto:CCDEIAPrograms@cc.nih.gov)

# 2024 CC DEIA Symposium

Lessons learned from COVID-19: Promoting Representation of Diverse Populations in Research.

Replay available on Videocast:  
<https://videocast.nih.gov/watch=54665>

NIDCD, NINDS, and the NIH Clinical Center present:  
**Lessons Learned from COVID-19: Promoting Representation of Diverse Populations in Research**  
Thursday, May 9th | 10am-12pm, Lipsett Amphitheater and Videocast



 Christine Lee, Pharm. D., PhD FDA	 Gwenyth Wallen, PhD, RN NIH CC	 Nicole Farmer, MD NIH CC
 Cecelia Henry, MS, RN NIH CC	 Richard T. Benson, MD, PhD NINDS	 Marlene Peters Lawrence MAS, BSN, RN, RRT NINDS
 Christina Luckett MSN, RN, CCRP, OCN, CNL NHLBI	 Joshua Levy MD, MPH, MS NIDCD	 Cendrine Robinson PhD, MPH NIDCD



# EDI Forum 2024

UNITY IN DIVERSITY: BUILDING A STRONGER  
NIH COMMUNITY THROUGH DEIA

OCTOBER 8-9

Bethesda Campus  
Natcher Conference Center

  
**EDIA365**  
Equity, Diversity, Inclusion, and Accessibility



## EDI Forum:

- High-impact event delivered in 3 phases, spanning 2 days
- Showcased senior leadership support and provided opportunities for NIH employees to meet EDI staff

## Offered attendees:

- Trainings on discrimination complaint process, DEIA principles, reasonable accommodation process, data analytics, and related topics
- Visits to Interactive Technology Accessibility Showroom housing assistive technologies and ergonomic equipment product demonstrations

## Opportunities:

- to learn how EDI is highlighting NIH senior leadership's demonstrated commitment to creating a model EEO program and a discrimination-free workplace
- to understand how EDI's mission, principles, and goals align with the overall NIH mission

# **CC Length-of-Service Honorees**

## **CC Materials Management Department Staff**



*(left-to-right) Tsehai Crockett, Delores Bell, James Gilman, Chauncey Buford, and Eli Lewis*

# CC 5-Year Length-of-Service Honorees

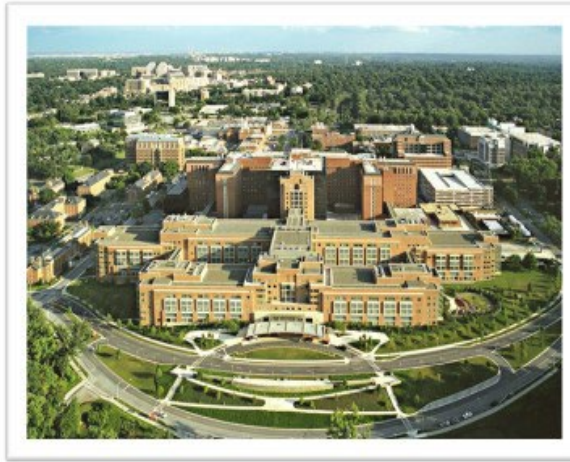


**Kadine Foreman-Westly and Martha Ochia  
IV Room Nurses**

# What to Expect: Fall 2024/Winter 2025

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- **CC focus on:**
  - **Staff well-being**
  - **Well-being of patients, research participants, and care of pediatric patients**
  - **DEIA**
  - **Budget, Staffing**
- **Finish the Magnet Journey**
- **Transition CEO Duties to Acting CEO**



*CLINICAL AND SAFETY PERFORMANCE METRICS*

Executive Dashboard

NIH Clinical Center

June 2024

- **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?**



# Transition Issues

- Is the CC an IC? (strategic)
- NFBY (operational)
- What kind of research should be done in the CC? (strategic)
  - What are the IRP's strengths?
  - Historically – CC reserved for research that cannot be done elsewhere
  - Historical definition is narrow
  - Historical definition may not attract the best and brightest
- CC's involvement in research sites outside of Bldg 10 (strategic)
- SRLM – initial outfitting, modification of plans developed long ago (strategic)
- Electronic health record (strategic)
- Funding model – no one likes the one we have (tectonic plates)
- Working in a more heavily unionized environment (operational)

**Twenty-eighth Meeting of the Clinical Center Research Hospital Board  
National Institutes of Health (NIH)  
Location: Building 31, C Wing, Floor 6, Rooms A & B**

**AGENDA**

**Friday, October 18, 2024**

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**OPEN SESSION**

9:00 AM	<b>Welcome &amp; Board Chair's Overview</b> ➤ Mr. Jack Leslie, <i>Former Chairman, Weber Shandwick, Senior Visiting Fellow, Duke Global Health Institute, Distinguished Professor, Georgetown University and Current Chair, NIH Clinical Center (CC) Research Hospital Board</i>
9:10 AM	<b>NIH Director's Remarks</b> ➤ Janice Lee, DDS, MD, MS, <i>Deputy Director for Intramural Clinical Research and Acting Designated Federal Official, NIH Clinical Center (CC) Research Hospital Board</i>
9:40 AM	<b>NIH CC CEO Update</b> ➤ James K. Gilman, MD, <i>Chief Executive Officer, NIH Clinical Center</i>
10:20 AM	<b>Masks in the Clinical Center – Past / Present /Future</b> ➤ Alison Han, MD, MS, <i>Chief, Hospital Epidemiology Service, NIH Clinical Center</i>
11:00 AM	<b>Reach for the STARS: Deep Dive Involving Infusion Pumps</b> ➤ David Lang, MD, MPH, <i>Director, Office of Patient Safety &amp; Clinical Quality, NIH CC</i>
11:30 AM	Discussion/Break
11:50 AM	<b>The Foundation for the National Institutes of Health (FNIH)</b> ➤ Julie Louise Gerberding, MD, MPH, <i>President and Chief Executive Officer, FNIH</i>
12:20 PM	Discussion/Closing Remarks
1:00 PM	Adjournment

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