

Strategic Plan 2021 - 2025

Overview



RUTGERS
Cancer Institute
of New Jersey
RUTGERS HEALTH



Strategic Plan Development

Goals were developed to align significantly with Cancer Center Support Grant requirements

- Critiques from most recent CCSG renewal and subsequent External Advisory Board recommendations provided by Center Administration
- Series of focus groups held with stakeholders (e.g., leadership, faculty and staff, Research Program Members, committees) to develop Goals' objectives, strategies, and metrics and potential action items to achieve these Goals



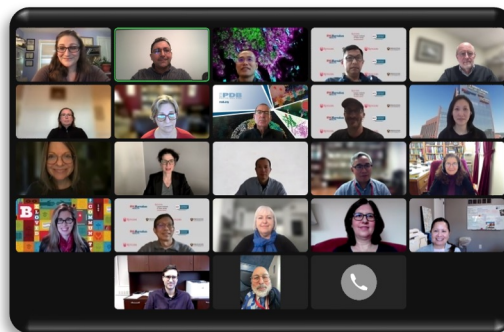
- **Rutgers Cancer Institute strategic plan** focuses on research, education, community outreach and engagement, and long-term planning

Strategic Plan Development

Community Cancer Action Board Community Thought Leaders, Patient Advocates



Research Leadership Council Senior Leaders, Program Leaders



- **Strategic Plan presented to Associate Directors, Research Leadership Council, Community Cancer Action Board, External Advisory Board before finalization and approval by Center Director**
 - Bidirectional communication with CCAB resulted in enhanced Vision Statement

Enhanced Vision Statement

Through our science, our evidence-based actions, **our openness, and our respect for those we serve**, we will advance cancer-focused research worldwide and reduce the burden of cancer in our catchment area.

By **engaging with, empowering, and addressing the questions and fears of our exceptionally diverse populations**, we will engender hope for cancer patients and their families and play a critical role in **strengthening the fabric of our communities by gaining and protecting their trust** and providing access to the outstanding oncology care each person deserves.

Goal 1. Conduct exceptional, innovative, and collaborative research through Research Programs that reflect scientific vision, demonstrate excellence, and strive to make an impact on our catchment area

Objectives for this Goal can be summarized as follows:

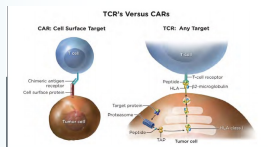
- Continue as national leader in metabolism and immunology research
- Increase our cancer research impact through our consortium relationship with Princeton University
- Enhance the impact of the Cancer Center Established Research Programs

Each Objective has a subset of specific strategies and metrics of success

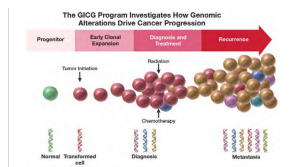
Objectives overall have the following shared strategies and quantifiable metrics:

- Recruitment and support (e.g., mentorship, developmental funds, informatics, shared resources, grant services) of outstanding scientists
- Conducting diverse activities to promote collaboration, with a focus on translational and catchment area-relevant research
- Increasing numbers of peer-reviewed awards and publications year over year

Cancer Metabolism and Immunology



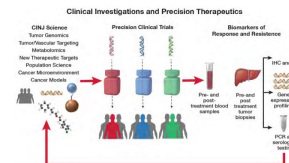
Genomic Instability and Cancer Genetics



Cancer Pharmacology



Clinical Investigations and Preclinical Therapeutics



Cancer Prevention and Control



Goal 2. Offer a robust and accessible portfolio of interventional and non-interventional cancer clinical trials that is facilitated by a strong and efficient infrastructure and addresses our catchment area priorities; optimize patient accrual onto these trials

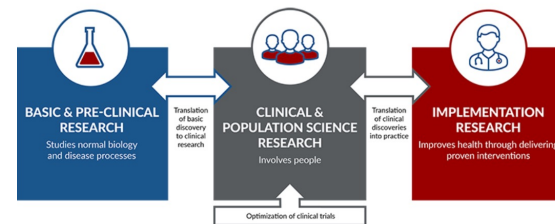
Objectives for this Goal can be summarized as follows:

- Maintain a diverse portfolio of clinical trials that encompass catchment area priorities and areas of innovative science, including precision medicine, cellular therapies, and microbiome
- Generate innovative Investigator-Initiated Trials capitalizing on scientific advancements of center members
- Enhance robustness of clinical research infrastructure to facilitate opening of trials (center, multi-center, and system-deployed) and diverse patient accruals

Each Objective has a subset of specific strategies and metrics of success

Strategies to achieve the objectives include:

- Innovate processes of Disease Study Groups and Clinical Protocol and Data Management
- Strategic recruitment and support (e.g., mentorship, developmental funds, informatics, grant services) of clinical research faculty and physician scientists
- Enhance collaboration with Research Leadership, COE teams, RWJBH system



Goal 3. Provide exceptional oncology care, offering patients the most advanced treatments and technologies with unparalleled expertise, compassion, and respect

Objectives for this Goal can be summarized as follows:

- Provide patients with access to clinical research trials, cutting edge approaches and subspecialty expertise to manage their cancer, and integrated inpatient and outpatient care and services in a state-of-the-art facility
- Ensure an optimized patient experience through patient engagement and satisfaction initiatives and care coordination and navigation, and a unified electronic health record system
- Optimize navigation of patients to the New Brunswick hub for innovative, specialized care for rare or complex cases, and to local sites throughout the health system for outstanding center-driven, evidence-based oncology care and services

The Center Director and Integrated Practice Leadership hold primary responsibility for achievement of these Objectives

- Integrated Practice/Oncology Service Line Strategic Plan supported by a robust network of health professionals, systems, activities, and SOPs to facilitate achievement



Goal 4: Expand and enhance Community Outreach and Engagement and reduce cancer health disparities throughout NJ

Objectives for this Goal can be summarized as follows:

- Foster interdisciplinary and community-engaged research addressing cancer health equity and influence local, state, and national policy to achieve cancer health equity
- Identify gaps in and barriers to clinical trial participation among diverse populations and develop, implement, and evaluate strategies to increase enrollment of underrepresented populations
- Promote community participation and bi-directional engagement in the design and implementation of education, research, and dissemination of cancer prevention and control guidelines and policies

Objectives, strategies, and metrics aligned with the Strategic Plan of CINJ's Cancer Health Equity Center of Excellence

Strategies to achieve Objectives include:

- Strong engagement of Community Cancer Action Board and other patient advocates and advocacy groups
- Collaboration with Established Research Programs and Offices of Education/Training and Diversity/Equity/Inclusion
- Investment of developmental funds to promote cancer health equity research



Cancer Health Equity Center of Excellence **Impact Report 2021** 



Upcoming
Science Café



Impact Councils

Goal 5. Contribute to evolution of investigators in cancer-related science, by providing training/career enhancement with broad-based multidisciplinary perspective and a commitment to building diversity and cancer health equity

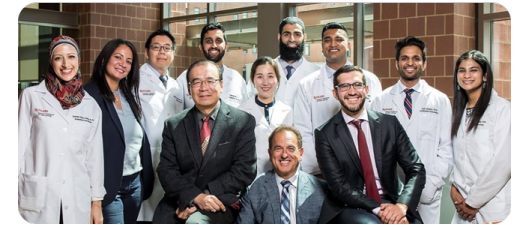
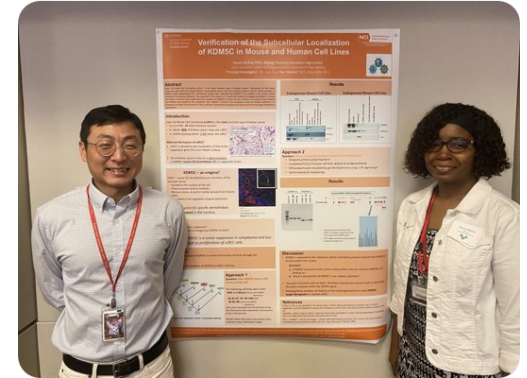
Objectives for this Goal can be summarized as follows:

- Leveraging the outstanding researchers throughout the Established Research Programs and Consortium, offer programs to train the next generation of basic, clinical, computational, and population researchers and the broad-based student population with special emphasis on trainees from underrepresented groups
- Enact a series of training programs and sessions to engage mentors and trainees on catchment area relevant research, building diversity, and promoting cancer health equity and promote interprogrammatic collaboration and research between the trainees
- Provide state-of-the-art career enhancement opportunities to Rutgers Cancer Institute junior faculty

Strategies to achieve Objectives emphasize leveraging partnerships available throughout the state and the consortium

COE, PED, and Research Program teams strongly engaged in the achievement of this Goal

Key meetings to promote research collaboration are reflected through this Goal, including the Annual Retreat on Cancer Research in New Jersey





Goal 6. Increase satisfaction and retention of Rutgers Cancer Institute of New Jersey faculty and staff

Objectives for this Goal can be summarized as follows:

- Attain a thorough understanding of faculty and staff needs and the unique intricacies of the faculty and staff experiences at a matrix and consortium NCI-designated cancer center based at a University with an integrated practice that spans the largest health system in the State
- Through responsive venues including faculty-led, staff-led, and leadership focus groups, develop and implement plans to enhance faculty and staff satisfaction among a highly and increasingly diverse employee base
- Institute and consistently implement bidirectional communication with faculty and staff to report plans, progress and challenges and receive feedback regarding effectiveness and impact of initiatives

Each Objective has a subset of specific strategies and metrics of success

Strategies to achieve Objectives include:

- Implementation of meaningful survey tools
- Coordination of an array of planning and evaluation focus groups around identified initiatives
- Formalization of bidirectional communication venues and methods



Goal 7. Maintain/enhance Shared Resources, instrumentation, and services that provide researchers with access to technology, centralized intellectual and technical resources, and essential technical support that will drive innovative cancer research

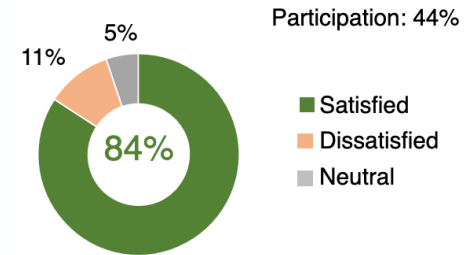
Objectives for this Goal can be summarized as follows:

- Maximize the impact of Shared Resources through communication with research leaders and members, and supporting SR Directors to innovate services to maintain cutting edge technologies and expertise
- Ensure the stability of the Shared Resources by maintaining administrative and financial oversight and balancing sources of support between CCSG funding, institutional contributions, and reasonable user-fees
- Through an understanding of the evolving science of the center, continue to provide optimized instrumentation and intellectual and technical resources by adding (or eliminating) services within existing Shared Resources, or modifying the portfolio of shared resources supported by the cancer center

Strategies to achieve Objectives include:

- Convene Shared Resource Advisory Committees and conduct Satisfaction Surveys
- Facilitation of planning and evaluation discussions in appropriate venues (e.g., Research Leadership Council, Consortium Steering Committee) utilizing use, user satisfaction, and other relevant data
- Enhancing administrative and financial SOPs and promoting awareness of and accessibility to members across the matrix and consortium through presentations, technology training, website, and targeted communications

All SRs Quality Satisfaction CY 2022



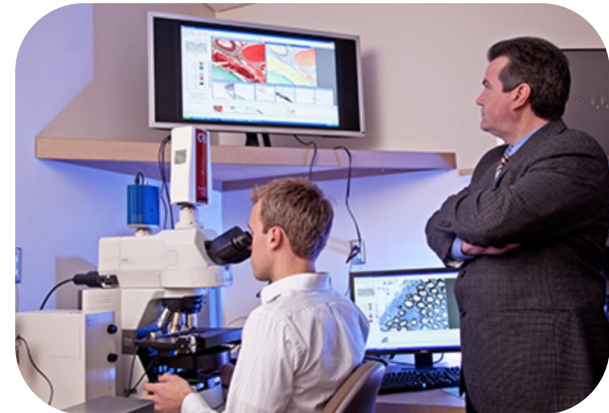
Goal 8. Establish Rutgers and RWJBarnabas as international leaders in the fields of biomedical informatics and investigative research by leveraging multidisciplinary and multi-institutional talent and resources

Objectives for this Goal can be summarized as follows:

- Enhance collaborations among the clinical and bioinformatics research communities (e.g., computer science, computational biology, engineering, medicine) across the matrix, consortium, academic partners and private sector to innovate and create new technologies, ranging from high-resolution diagnostic imaging to high-throughput molecular analysis
- Utilize advanced computing technologies to evaluate the vast amount of data generated through medical imaging, genomics, and clinical outcomes
- Recruit and support investigators who are, or create opportunities for investigators to be, cross-trained in several disciplines in order to identify and resolve key obstacles and challenges facing multidisciplinary cancer center researchers (e.g., cancer detection, patient stratification, disease management, outcomes)

Strategies to achieve Objectives include:

- Enhancing the capacity to aggregate and analyze clinical, genomic, and population data sets and establish successful medical informatics and data analytics capabilities and governance
- Enhancing and expanding training programs and educational opportunities (e.g., pathology and radiology informatics rotations)



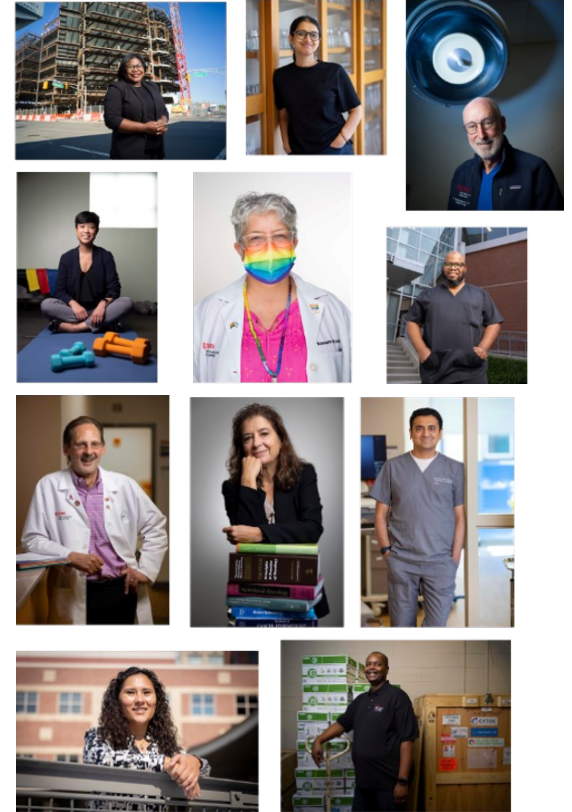
Goal 9. Develop, implement, and lead a multi-pronged effort to ensure diversity within the faculty, scientific members, trainees, and staff of the cancer center

Objectives for this Goal can be summarized as follows:

- Appoint leadership and develop an Office of Diversity, Equity and Inclusion with a strong alignment with University, NCI, and state goals and objectives
- Develop an understanding of the current diversity and inclusion landscape (leadership, membership)
- Implement a set of strategic practices to enhance diversity

Strategies to achieve Objectives include:

- Appoint, charge, and chair the Rutgers Cancer Institute Committee on Diversity, Equity and Inclusion to ensure diversity and inclusion with respect to recruitment and retention of faculty, staff, trainees, patients and center leadership
- Develop and support data driven diversity and inclusion strategies; maintain knowledge of current and emerging trends and collaborate with leaders to incorporate new trends and developments in their areas of responsibility
- Design and implement metrics, monitoring and reporting systems to effectively benchmark organizational progress in Diversity, Equity and Inclusion.



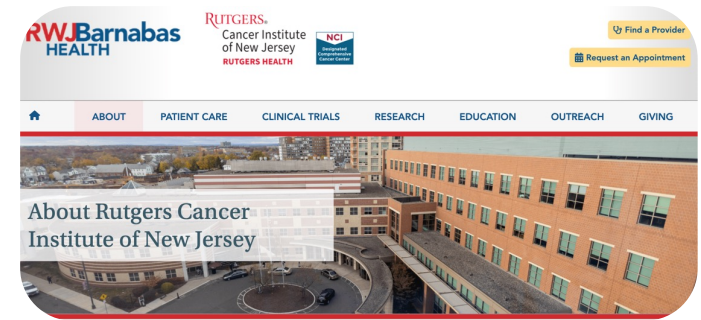
Goal 10. Prepare the Center for Future Operational Stability and Growth

Objectives for this Goal can be summarized as follows:

- Ensure an optimized structure, infrastructure, and succession plan that is responsive to evolving opportunities to advance our mission (e.g., CINJ/RWJBH Integrated Practice)
- Enhance revenue sources and innovate the funds flow model that supports CINJ's research, academic, outreach, and education missions
- Create a strategic planning paradigm that aligns and optimizes the strategic goals of the Rutgers Cancer Institute with institutional decision-making, budget and recruitment plan development, and synergies with the RWJBarnabas Cancer Service Line plans and opportunities

Strategies to achieve Objectives include:

- Increase support of grant/contract development, philanthropic activities and State government relations
- Create a business analytics office to ensure that strategic decisions are based on current, relevant, comprehensive, and accurate data
- Implement effective marketing and communications to ensure that the stakeholders critical to CINJ's success receive information in optimal formats



Senior Leaders Collaborate to Implement Plan



Strategic Plan Ownership and Oversight



Annual progress reporting to External Advisory Board, Consortium Steering Committee, and Community Cancer Action Board

- More frequent updates on specific Strategic Plan areas discussed at Associate Directors meeting and Research Leadership Council

Update and planning meetings held at least annually with Goal-specific leaders and stakeholders

- Focus groups for CCSG Research Program Leaders and Members

Responsibility

- **Goal 1** – Chief Scientific Officer w/ Associate Directors of Areas of Research and Program Leaders
- **Goal 2** – Associate Director, Clinical Research w/ Assistant Director, Clinical Research and Office of Human Research Services Medical Directors
- **Goal 3** – RWJBH System VP for Strategy and Operations, Oncology Services w/ regional VPs
- **Goal 4** – Associate Director, Population Science and Community Outreach w/ Center for Cancer Health Equity leadership
- **Goal 5** – Associate Director, Education and Training w/ Director, Research Education
- **Goal 6** – Associate Director, Faculty Affairs w/ Associate Director, Administration and Planning
- **Goal 7** – Associate Director, Shared Resources w/ Assistant Director, Shared Resources and Shared Resource Directors
- **Goal 8** – Chief Informatics Officer/Executive Director of Biomedical Informatics & Computational Imaging
- **Goal 9** – Associate Director, Diversity, Equity, and Inclusion w/ Center Leadership
- **Goal 10** – Associate Director, Administration and Planning/Chief Financial and Administrative Officer

Percent completion of strategies logged in Envisio platform

Determining percent completion

- Strategies with executable actions (e.g., “Recruit an Associate Director of Diversity, Equity, and Inclusion”) are assigned a “soft” percent completion (e.g., Search Committee convened/ candidates identified/ interviews conducted/ offer extended might merit 50% completion) with 100% completion upon full execution
- Strategies with annual target metrics (e.g., “Hold ten monthly Research Program Meetings annually”) are assigned 20% completion each year (provided no disruption occurs)
- Strategies with quantified metrics (e.g., “100% of Rutgers Cancer Institute cancer patients will receive navigation services”) are assigned percent completion (e.g., 65% as reported by Nursing) that reflects target vs. actual

Progress Dashboards (Envisio)

EXAMPLE: Goal 9

Develop, implement, and lead a multi-pronged effort to ensure diversity within the faculty, scientific members, trainees, and staff of the cancer center.

Objective 9.5

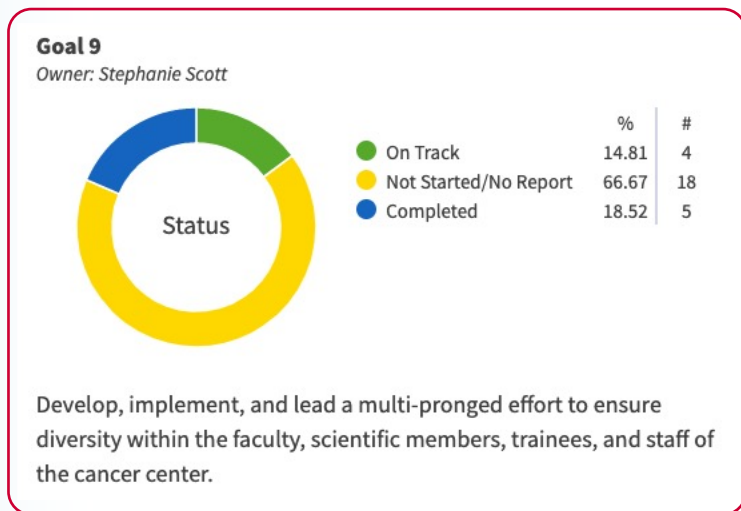
Ensure a focus on expanding diversity in especially challenging areas of science, technology, and medicine

Owner*

HI Haejin In
Chief Diversity Officer

Contributors / Observers

RP



Strategy 9.5.1 Progress 100%

Develop summer training program for diverse medical students in coordination with CRTEC

- CRTEC initiated Oncology Physician Training Initiative to Maximize Diversity (OPTIM). First-year medical students from URGs are recruited to a unique 8-week summer experience to explore a career in oncology while giving back to their community.
- Participants receive exposure to the clinical field of oncology (medical, surgical, or radiation) and to clinical and translational oncology research, and contribute to developing the next generation of clinicians and scientists by serving as mentors to youth from URs in the RUYES Program. 3 students participated during the inaugural summer of 2022.

Strategy 9.5.2 Progress 0%

Coordinate and develop measurements of impact of STEMM catchment area education programs, such as The Blanquita B. Valenti Community School, Middlesex College, and others, as developed

- CINJ is funding the construction of the Blanquita B. Valenti Middle School in New Brunswick, which has 100% minority enrollment.
- We are planning programs to disseminate cancer-focused curriculum and outreach initiatives when it opens in 2023 to engage students early.

Strategy 9.5.3 Progress 10%

Identify and engage RU-based minority student organizations to engage, such as Minority Men in Medicine and the Latino Medical Student Association, and provide enhanced access and experience in oncology

- Several groups have been identified (e.g., Minority Men in Medicine, Latino Medical Student Association, NJMS Minority Student Association); outreach will begin later this year.