Feinberg Service Excellence
Recognizing staff who have gone above and beyond

2022 HONOR ROLL

Roger Anderson  Jazmin Guzman  Jim Norton
Arthur Bibbs  Monika Lagaard  Abel Nunez
Sindhu Chiluka  Katie Lambert  William Patti
Tyler Dorsett  Tingting Liu  Erica Peterson
Michelle Duhe  Esmeralda Liz  Brent Smith
Susie Frei  Annette Lyles  Michal Staszewski
Shea Gold  Elizabeth McCloskey  Esther Tharakaturi
Olivia Griffin  Tanikka Mitchell  Katie Velez
Q&A Submissions

Sli.do
Event #1495034
Northwestern University Feinberg School of Medicine
By the Numbers

28 departments
70+ institutes and centers

4,766 faculty members
2,281 staff members

$650 million research awards in 2022

666 medical students
1,266 residents & fellows
498 PhD students
511 postdoctoral research fellows

17 U.S. News & World Report ranking
15 NIH funding ranking
13 departments in NIH top 20
Strategies for Advancing Our Academic Mission

MISSION
Impact the practice of medicine through discovery and education to improve human health.

RESULT
Enhanced reputation as a learning organization.
## Research: Funding Discovery
Fiscal Year 2022 Research Awards Totaled $650.0 Million

<table>
<thead>
<tr>
<th align="left">FY22 Awards by Clinical Department, Basic Science Department, Institutes and Centers</th>
</tr>
</thead>
<tbody>
<tr>
<td align="left">Clinical Depts</td>
</tr>
<tr>
<td align="left">$352.3</td>
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</tbody>
</table>

### FY22 Awards by Faculty Type

- **Investigator: Scientist** 44.4%
- **Investigator: Physician Scientist** 24.9%
- **Clinician-Educator** 21.6%
- **Other** 9.1%

**686**
Principal investigators (PIs)

**464**
PIs of NIH grants

686 Principal investigators (PIs)

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Northwestern Medicine
Feinberg School of Medicine
2022 Research Retreat Follow Up:
Strategic Research Opportunities

- Synthetic Biology
- Therapeutics Development
- Social Determinants of Health
- Implementation Science

- Healthcare Engineering, Analytics & Outcomes
- Computational Biology and Big Data
- Healthy Aging
- Health Policy and Economics
- Precision Medicine/Pharmacogenomics/EDW 2.0

- Epigenetics/Genes/Proteomics/Metabolomics
- Imaging
- Regenerative Medicine/Tissue Engineering
- Translational Nanotechnology
- Public Health and Medicine
- Clinical and Translational Medicine
- Immunology/Immunotherapy

CURRENT PROGRESS
- National Reputation
- Established Strength
- Building
- Opportunity
Education: Clinical, Graduate, and Professional Programs
Training the best and brightest students, transforming the future of medicine

<table>
<thead>
<tr>
<th>Clinical Programs</th>
<th>Residents and Fellows</th>
<th>PhD Graduate Programs</th>
<th>Masters Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate MD, PT, PA and PO</td>
<td>Residents and Fellows</td>
<td>DGP, NUIN, HSIP, Clinical Psychology</td>
<td>13 Masters Programs</td>
</tr>
<tr>
<td>1,103</td>
<td>1,264</td>
<td>498</td>
<td>278</td>
</tr>
</tbody>
</table>
Clinical Affiliates: Delivering Better Health

- 11 hospitals, 200+ sites
- 5,400 aligned physicians
- 17 shared departments with Feinberg
- Ambulatory, post-acute care
- US News Honor Roll hospital (ranked 9)

- Inpatient, day rehabilitation & outpatient services
- Feinberg Department of Physical Medicine and Rehabilitation
- US News Honor Roll hospital (ranked 1)

- 15 partner hospitals, 14 outpatient services locations
- 1,800+ physicians
- Feinberg Department of Pediatrics
Diversity and Inclusion at Feinberg
Fostering a culture of belongingness and inclusion

- Delivering programming for
  
<table>
<thead>
<tr>
<th>STAFF</th>
<th>FEINBERG STUDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACULTY</td>
<td>PIPELINE PROGRAMS</td>
</tr>
</tbody>
</table>

- Highlights FY22 and FY23
  - Unconscious bias training for all Feinberg faculty, staff, and students
  - Bias reporting
  - Safe Space Training
  - OUT Network
  - Welcome reception for new students
  - Sustained Dialogue
  - Communities of practice - DEI

- NURTURE
  
  - Lyceum speaker series
  - STEM pathway programming for all learners, including NUDOCs, NM Scholars, Year Up, and more
Community Engagement

- There are 1,178 active community partner organizations engaged with Feinberg in teaching, service or research
- There are 434 active eIRB protocols involving research with 286 community partner locations throughout the greater Chicago area
New University and NMHC Leadership

University President
Michael Schill (September 2022)
• Northwestern’s 17th President
• Michael Schill is a nationally recognized expert in property, real estate and housing law and policy
• Previously spent 7 years at University of Oregon

University Vice President, Human Resources
Lorraine Goffe (February 2022)
• Previously vice president and chief human resources officer at The Pennsylvania State University
• More than two decades of experience in higher education

Northwestern Memorial HealthCare President and CEO
Howard Chrisman, MD (January 2023)
• Previously president and COO of Northwestern Memorial and president of Northwestern Medical Group
• An interventional radiologist, member of Northwestern Memorial medical staff since 1997
New Feinberg Leadership

EISENBARTH
Center for Human Immunobiology

PATEL
Center for Psychiatric Neuroscience

SOROND
Vice Dean, Faculty Affairs & Simpson Querrey Center for Neurovascular Sciences

BECKER
Center for Dissemination and Implementation Science

BRANNON
Director, Diversity and Inclusion

HIRSCHHORN
Ryan Family Center for Global Primary Care

BEIDAS
Chair, Medical Social Sciences

BUDINGER
Simpson Querrey Lung Institute for Translational Science
The Staff Experience at Feinberg
The Staff Experience at Northwestern: 2022
## 2022 Staff Engagement Activities

Ongoing staff-focused programming

<table>
<thead>
<tr>
<th>Program</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Feinberg Service Recognition Program</strong></td>
<td>ONGOING 78 nominees to date</td>
</tr>
<tr>
<td><strong>Manager Mentor Program</strong></td>
<td>THIRD COHORT COMPLETE, FOURTH COMING IN 2023</td>
</tr>
<tr>
<td><strong>Sustained Dialogue</strong></td>
<td>SECOND COHORT COMPLETE</td>
</tr>
<tr>
<td><strong>DEI Task Force</strong></td>
<td>ONGOING</td>
</tr>
<tr>
<td><strong>Leadership Lunches</strong></td>
<td>MONTHLY PROGRAM</td>
</tr>
<tr>
<td><strong>Administrative Leadership Development Program</strong></td>
<td>2023 Nominations due 12/22</td>
</tr>
</tbody>
</table>

- Peer-nominated service recognition program, with department and school leadership acknowledgment
- Exclusively for staff, SD creates a safe learning space to engage in dialogue of difficult topics by focusing on active listening
- More than 140 staff have attended to date
- Identify and develop Feinberg’s most talented administrative leaders
More than 150 Feinberg managers have participated in the program, with 42 participating in one of the two upcoming cohorts. Revamping MMP to be more interactive. New programming to launch in January 2023.

Debuting quarterly Feinberg welcome program for new staff – with introduction to the medical school (FSM101). New onboarding tool launching.

Launching new staff-centered learning sessions. Starting with retirement basics, February 1.

Email us your programming and topic ideas at feinbergstaffengement@northwestern.edu!
## Data and Demographics: Who We Are

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
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<tbody>
<tr>
<td>One year of service or less</td>
<td>45%</td>
</tr>
<tr>
<td>Under age 30</td>
<td>41%</td>
</tr>
<tr>
<td>Women</td>
<td>72%</td>
</tr>
<tr>
<td>Over age 50</td>
<td>16%</td>
</tr>
<tr>
<td>Underrepresented minority</td>
<td>27%</td>
</tr>
<tr>
<td>More than 10 years of service</td>
<td>17%</td>
</tr>
</tbody>
</table>

**FEINBERG STAFF**

![Northwestern Medicine](image)
Feinberg Forward: A workplace summit

Held on Tuesday, October 18 on campus

A new staff event planned for and organized by Feinberg staff leadership

Kickoff plenary featuring Bernie Banks

9 concurrent learning sessions, plus roundtable discussion and networking reception

Event rated Excellent or Good by 100% of survey respondents
Feinberg Forward Themes

**THEMES**

- Expansion of tools and resources
- More opportunities for: networking, establishing connections across departments, sharing best practices
- More training and professional development

**PLANS**

- Open labs – Smartsheet, Microsoft Suite (SharePoint, Power Automate)
- Work tasks – process improvement
- Onboarding
- Communities of practice
- Feinberg quarterly welcome sessions
- Knowledge hubs
- Resource guides
- Enhanced domain-specific training
New Enterprise System for Sponsored Research Administration

- CERES will replace InfoEd
  Go-live date: April 24, 2023
- Enhanced functionality
  - Increased visibility into project status
  - Dashboards for workload monitoring
  - Increased access options
- 22 Feinberg Change Agents across 13 units
  - Testing and training, primary point of communication, and advocates in implementation

CERES Timeline

- CERES Implementation Timeline
  - Design-Build Iterations
  - End-to-End Testing
  - Training
- Change Network Timeline
  - Learn CERES Content & Change Management Tools
  - Change Agent Training
  - Unit Training
  - Cutover Tasks
  - Go-Live

Northwestern Medicine
Feinberg School of Medicine
New Tool: NU Payroll Allocation Database (NUPAD)

• Tool originally used and maintained by the Department of Medicine
• The Dean’s Office supported expanded implementation in October 2021
• What it does
  • Online system for creating/managing salary allocations for all employees
  • Replaces Excel shadow systems stored on desktops and shared drives
  • Provides some basic workflow and audit trail to manage salary allocations in myHR
  • Export/import to NUPlans Compensation Input for annual budget planning via the Dean’s Office
  • Funding categories matching MD Comp tool
  • Daily ETL into the EDW for additional reporting
• Five departments currently using the tool, more pending implementation
### Clinical Research

**Study Tracker**

- Continuous Improvement
- Future features include a calendar for participants and organizational access groupings that will assist research units with reporting across multiple studies.

**Complion**

- Ongoing project to convert study paper files into electronic files
- Required for certain studies, but available to all

**Targeted Trainings**

- New offering on research workflow
- Refresher course on data security and privacy
- Training continuum for clinical research coordinators under review

**Process Improvement**

- 90 day “clock" for cost transfers for clinical services now begins on date of invoice, not date of service

Northwestern Medicine
Feinberg School of Medicine
Information Technology

Procurement improvements introduced to accelerate request-to-delivery timeline

Duo Device Health will be replacing BigFix/F5 in January

Office 365 enhancements rolled out

Customer-centric user support TeamDynamix has replaced Footprints as of December 13
Communities of Practice
Communities of Practice

• Feinberg communities with shared expertise and interest, providing an intentional space and place to share experiences and knowledge in free-flowing, creative ways that foster new approaches to problems.

• Aims
  – Knowledge Management
  – Networking
  – Innovation
  – Best Practice Sharing
  – Communication
  – Professional Development
  – Feedback & Suggestions for Improvement
Diversity & Inclusion
Community of Practice

• Staff specific community, launching early 2023:
  – Participants: DEI representatives within Feinberg units
  – Platform: Microsoft Teams will be used to build community and house shared resources
  – Teams channel will be managed by a member of the ODI team

• Resources include
  – Live presentations from DEI reps
  – Job openings
  – Articles/book/podcast recommendations
  – MyHR courses
Lab Managers Group

Community of Practice

NU-LMG
Northwestern University Lab Manager Group

- Started by Feinberg staff
- [https://www.northwestern.edu/lab-managers/](https://www.northwestern.edu/lab-managers/)
- Appreciation week in August
- Regular meetings with guest speakers relevant to group (Research Safety, Fischer, Purchasing)
Faculty Affairs
Community of Practice

Goal: Establish partnerships, Central and Departments
• Bi-directional information exchange between Feinberg central and departmental faculty affairs teams
• Departmental feedback and initiatives are inputs to central process improvement and innovation
Research Administration
Community of Practice

- Monthly leadership meetings across FSM departments and units (SPARC-L)
- SPARC-Leadership Teams group
- Common repository of templates, checklists & resources for RAs
- Networking & engagement events
- Partnership with HR Talent Acquisition on recruitment strategies
- Training & onboarding collaborations
- Ongoing sharing of best practices
- Membership in Northwestern University Research Administration Professionals Community (NURAP)
Communications

Community of Practice

• Sharepoint with access to photo archives, design assets, project briefs, and templates for Feinberg communicators
• Networking and recruitment support for open communications roles
• Cascade training and support for more than 1,400 active users across Feinberg
• Best practices sharing (podcasts, social media, digital strategy, user experience)
• Content amplification and editorial sharing
• Shared vendor lists
• All-Feinberg communications meetings to highlight new projects and tools
How to Engage With Us

• **Submit suggestions** for new communities of practice, or ideas for increasing the impact of existing communities, via email at feinbergstaffengagement@northwestern.edu

• **Email us** if you’re interested in participating in any of the groups mentioned

• Keep an eye out for a follow-up email

• Submit suggestions for **work tasks and pain points** to us at feinberg.northwestern.edu/sites/staff-engagement/work-tasks/