The Children’s Health Research Institute of the Children’s Hospital of Richmond at VCU

Henry J. Rozycki, MD
Vice-Chair for Research

10/7/2020
Purpose

• Grow our reputation
  o Locally, regionally and nationally
    ➢ 6 of top 10, and 12 of the top 20 Children’s Hospitals in 2019 US News and World Report have Institutes or Centers
    ➢ CHoR Pediatrics ~ 55th out of 88 in NIH funding in 2020 (up from 72)

• Faculty Recruitment and Retention
• Enhanced Patient Care
Now is the Time

- VCU reported record research funding for 2019 - $310 million
- FY21 - $18,000,000

  - CHF Grant Program
    - $238,816 lead to $4,500,000 (18.8x ROI)
  - CHF Research Scholars
    - 2/4 have NIH K awards
    - CHoR faculty have 3/8 Ks for VCU
  - Six CHoR Faculty with NIH grants
Investment Choices

• A – Bring in a funded investigator around which to build
  o Best available
  o Best fit within University strategic goals
  o Best fit within existing CHoR strengths (Pulmonary, Obesity)

• B – Multiple smaller strategic and non-strategic investments
  o Permits natural selection
  o Encourages younger faculty to mature
  o May fit better with CHoR development stage
  o Lower risk
Investment Choices - 2

• Choice A
  o Advantages – Quicker recognition, quicker funding increase, likely better mentoring, nidus around which to grow
  o Disadvantages – Higher risk. Limited attractiveness so bigger $. Outcomes include bust, loss to higher bidder, or success.
  o Change in strategy with funder

• Choice B
  o Advantages – Lower risk. Ultimate net cost may be lower. Encourages many new/young faculty. Gives time for funder, for strengths to rise, for better fit for leader recruitment
  o Disadvantages – spend $ on dead ends, waste time, get further behind others, misalignment with VCU goals
Choice B

- Phase 1 – invest in strengths, potentials, VCU goals
- Identify the strongest research area
  - Funding
  - Investigators
  - Collaborations
  - Potential
- Phase 2 – Recruit for national leader to head this
  - Will be more attractive
  - Will be more likely to stay
  - May be cheaper?
The CHRI – Inaugural Themes

• **Neurosciences**
  o Existing CHF supported multidisciplinary program including research
  o One of the major research foci for VCU research strategic plan

• **EPIC – Cardiopulmonary, Intensive Care, ER**
  o Research arm of the Children’s Hospital Foundation Heart Center
  o One of the major research foci for VCU research strategic plan

• **Health and Healthcare Equity**
  o Disparities received the second highest mentions in our survey
  o Improving the health of our challenged neighbors is a primary mission

• **Translational and Personalized Medicine**
  o Strengths in microbiome, genetics and bioinformatics, cancer
  o Multiple existing CHoR projects upon which to build
Services - Support

- Theme meetings to connect people
- Web site
  - For parents, for visitors, for investigators
- Regulatory and Grant Support
- CRCs
- Volunteer/Researcher switchboard
- Conferences
  - Monthly CHoR Research Conference
  - Annual Conference
- Grant Reviews
- Biostats (Year 3+)
- Pediatric Research Unit
- Mentoring
Branding

• Visiting Professors
  o 1/theme/year
• Targeted marketing to VCU, wider world
• Publications and meetings
  o High impact journals
  o National conferences
• Consistent visuals (name, logo, colors)
• Annual Report
• Web site
<table>
<thead>
<tr>
<th>Grant Program</th>
<th>Value</th>
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<td>CHF Research Program</td>
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<td>Research Scholar 1</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>94.5</strong></td>
<td><strong>$2,231,000</strong></td>
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Aiming for 10x ROI to reach goal
Collaboration Grants

- Initial 2 – 3 years
  - Must involve research related to children
  - Must involve $\geq 2$ investigators and CROSS lines
  - Can be mixed with or shared with other units (e.g. $25k$ from Massey/$25k$ from CHRI)

- Subsequent years
  - Will be decided by Advisory Group
5 Year Goals

- **Standard measures**
  - Total external funding to $31 million
  - NIH funding from $1.4 million to over $6 million

- **Other**
  - Blue Ridge ranking in top 35
  - Number of clinical trials and participants up by > 50%
  - Academic papers published up by > 50%
  - T-32 training grant
  - Reputation scores in USNWR up by > 300%
  - No reviewer concerns re: research environment
What Will This Cost?

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*Other income includes Pediatric F&A and 50% admin support person from SOM
Monitoring

- Director reports to Dean, SOM and CEO, CHoR
- Annual written report to Dean, CEO, CHF Board, Internal and External Advisory Boards
- Theme reviewed yearly. Additions or deletions with agreement of Dean, CEO, Boards
Internal Advisory Board

- Director
- Theme leaders (4)
  - Tegwyn Brickhouse, DDS, PhD – Dentistry
  - Nicholas Johnson, MD – Neurology
  - Oliver Karam, MD PhD – Pediatric Critical Care
  - Bryce Nelson, MD PhD – Pediatric Endocrinology
- Academic Campus – Kathleen Rudasill, PhD
- Health Sciences Campus – Antonio Abbate MD, PhD
- Strategy Leaders –
  - David Cifu, MD - CERSE
  - Robert Findling, MD – VTCC/Psych
  - Greg Hundley, MD – Pauly
  - Ron Winn, MD - Massey