

# ABSTRACT: 2019 ELAM Institutional Action Project

**Project Title:** Research and Clinical Roadmap Developed During First 90 Days

**Name and Institution:** Charlotte A. Hobbs, MD, PhD; Rady Institute for Genomic Medicine

**Collaborators and Mentors:** Stephen Kingsmore, MD, DSc

**Topic Category:** Research and Clinical

## **Background, Significance of project:**

Rady Children's Institute for Genomic Medicine (Institute) was established at the Rady Children's Health Care Network in 2015 to focus on genomic precision medicine. In January 2019, I was appointed the inaugural Vice President for Research and Clinical Management at the institute. I was tasked with enhancing research productivity, increasing extramural research funding, optimizing genomic precision medicine at Rady Children's Hospital, and strengthening our national and international reputation.

## **Purpose/Objectives:**

1. Improve **clinical outcomes** of pediatric patients at Rady Children's Hospital and national and international partner health care facilities through utilization of genomic medicine.
2. Enhance **research** by increasing extramural funding and high-impact publications generated by Institute faculty and trainees.

## **Methods and Approach:**

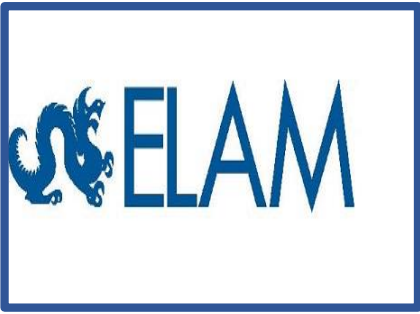
1. Maximize **clinical** integration of genomic medicine at Rady Children's Hospital San Diego. Examples of two concrete methods are described below:
  - a. Attend monthly faculty meetings in intensive care units and other clinical venues, and whenever possible advocate for genomic medicine.
  - b. Meet monthly with CEO of Institute (Kingsmore) and Hospital (Frias) to advocate for creation of genomic medicine clinic.
2. Develop new infrastructure and processes to support **research**, decrease obstacles creating inefficiencies to research advances, and incentivize research productivity. Examples of two such methods are listed below:
  - a. Recruit and embed technical writers within Institute.
  - b. Convene mock study sections to review each grant application prior to submission to extramural funding agency.
3. Strengthen existing and create new research and clinical partnerships with stakeholders to disseminate and implement genomic medicine locally, nationally, and internationally. Examples of two such concrete methods are listed below:
  - a. Partner with biotech companies in San Diego to submit applications for NIH Small Business Innovation Research and Small Business Technology Transfer.
  - b. Partner with pediatric hospital consortium sponsored by Sanford Health to develop clinical and research initiative to promote genomic medicine.

## **Outcomes/Results:**

The first 90 days in my new job will be completed by the end of April. Over the next 24 to 36 months, metrics of success of my Roadmap will be the following: 1) among Rady Children's Hospital patients, improve outcomes, decrease morbidity and mortality through genomic medicine; 2) increase extramural funding awards to Institute faculty; 3) increase number and impact of manuscripts published by Institute faculty; 4) increase number of US payors who reimburse for whole genome sequencing among pediatric patients; 5) increase number of international stakeholders who are firmly established partners of the Institute.

## **Discussion/Conclusion with Statement of Impact/Potential Impact:**

Rady Children's Institute for Genomic Medicine is the first institution to deploy rapid whole genome sequencing in pediatric intensive care units. On February 3, 2018, the Institute obtained the Guinness World Record™ for the fastest genetic diagnosis – made in 19.5 hours. We will continue to promote genomic medicine in San Diego, California, the US, and globally.



# Roadmap for Research and Clinical Management at Rady Children's Institute for Genomic Medicine

Charlotte Hobbs, MD, PhD

Mentors: Stephen Kingsmore, MD, DSc, CEO and President;  
Donald Kearns, MD, President Emeritus  
Rady Institute for Genomic Medicine, San Diego, CA



## Background and Significance

- Michael Watkins and other business leaders stress the importance of the first 90 days in a new role.
- Watkins claims actions taken in a new leadership role in first 90 days will largely determine whether you succeed or fail.
- Rady Children's Institute for Genomic Medicine was established in 2015 to focus on genomic precision medicine.
- In January 2019, I was appointed the inaugural Vice President for Research and Clinical Management at the Institute.

## Purpose/Objectives

- Improve clinical outcomes for pediatric patients at Rady Children's Hospital by identifying actionable genetic variants.
- Partner with national and international health care facilities to deliver precision medicine.
- Enhance opportunities to make innovative scientific discoveries.

Presented at the 2019 ELAM® Leaders Forum

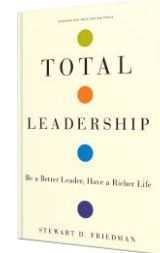
## Roadmap

- Maximize clinical integration of precision medicine at Rady Children's Hospital.
- Develop new infrastructure and processes to support research productivity.
- Strengthen existing and create new research and clinical partnerships.

## Roadmap

- Partner with biotech companies in San Diego to secure Small Business Innovation Research and Small Business Technology Transfer awards.
- Build foundation for multi-site RCTs.
- Optimize funding success by introducing pre-submission practices, e.g. convene mock study sections.

## Guides to Transition



### 8 steps to successful leadership transition

1 Understand challenges	2 Accelerate learning	3 Match strategy to situation	4 Gain alignment
5 Establish direction	6 Build Team	7 Secure early wins	8 Create alliances

## Evaluation Strategy

- Solicit feedback from CEOs of Institute and Hospital, and President Emeritus routinely
- Track clinical and research productivity metrics:
  - Clinical utility and diagnostic rate of precision medicine
  - Growth in extramural funding
  - Increase in high impact publications

## Conclusions/Impact

- During the first 90 days of a major career change, develop roadmap for next 24 to 36 months.
- Seek mentorship and coaching to enhance guidance and reflection as begin new role
- "Be a better leader, have a richer life"