



Class of 2021

Research Integration of a New Strategic Partnership: Wake Forest School of Medicine and Atrium Health

Presented at the 2021 ELAM® Poster Forum



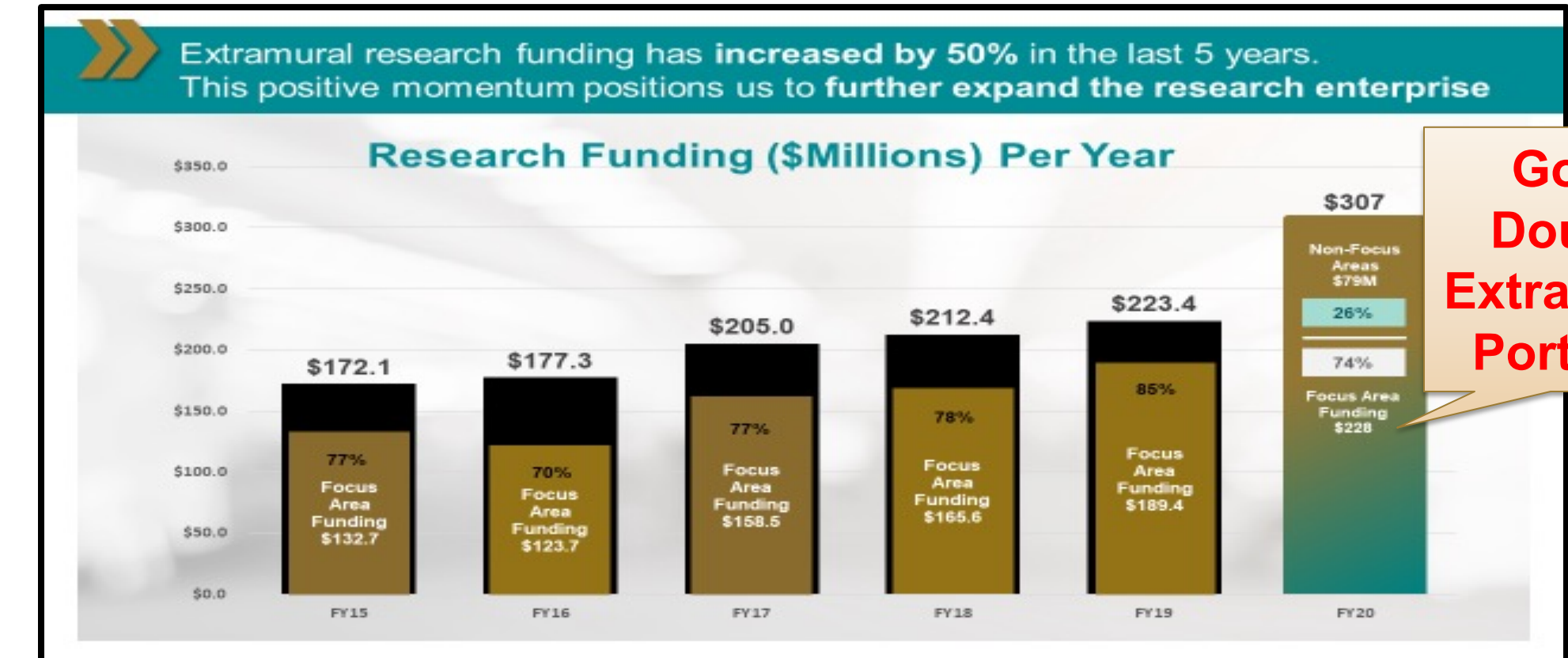
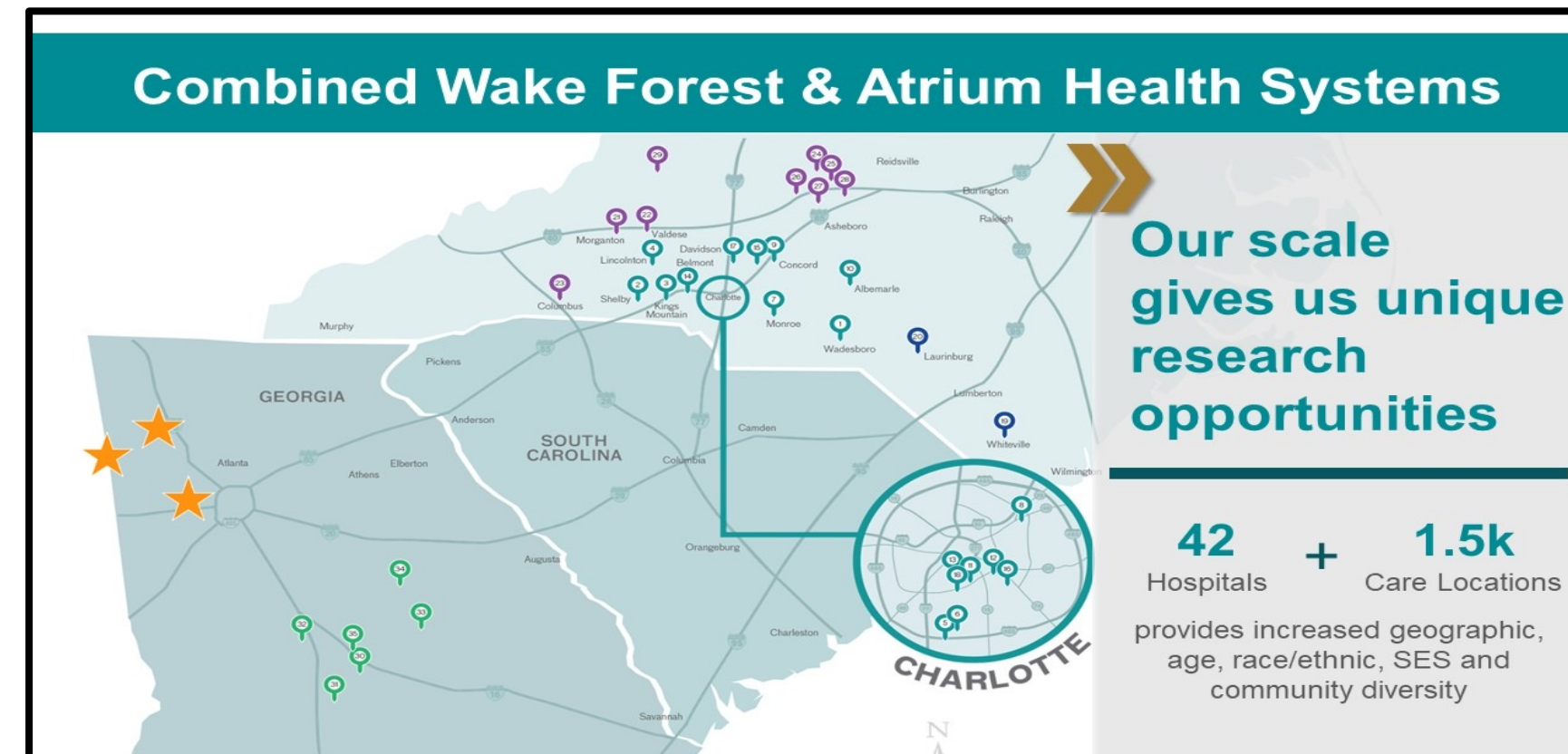
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Wake Forest School of Medicine

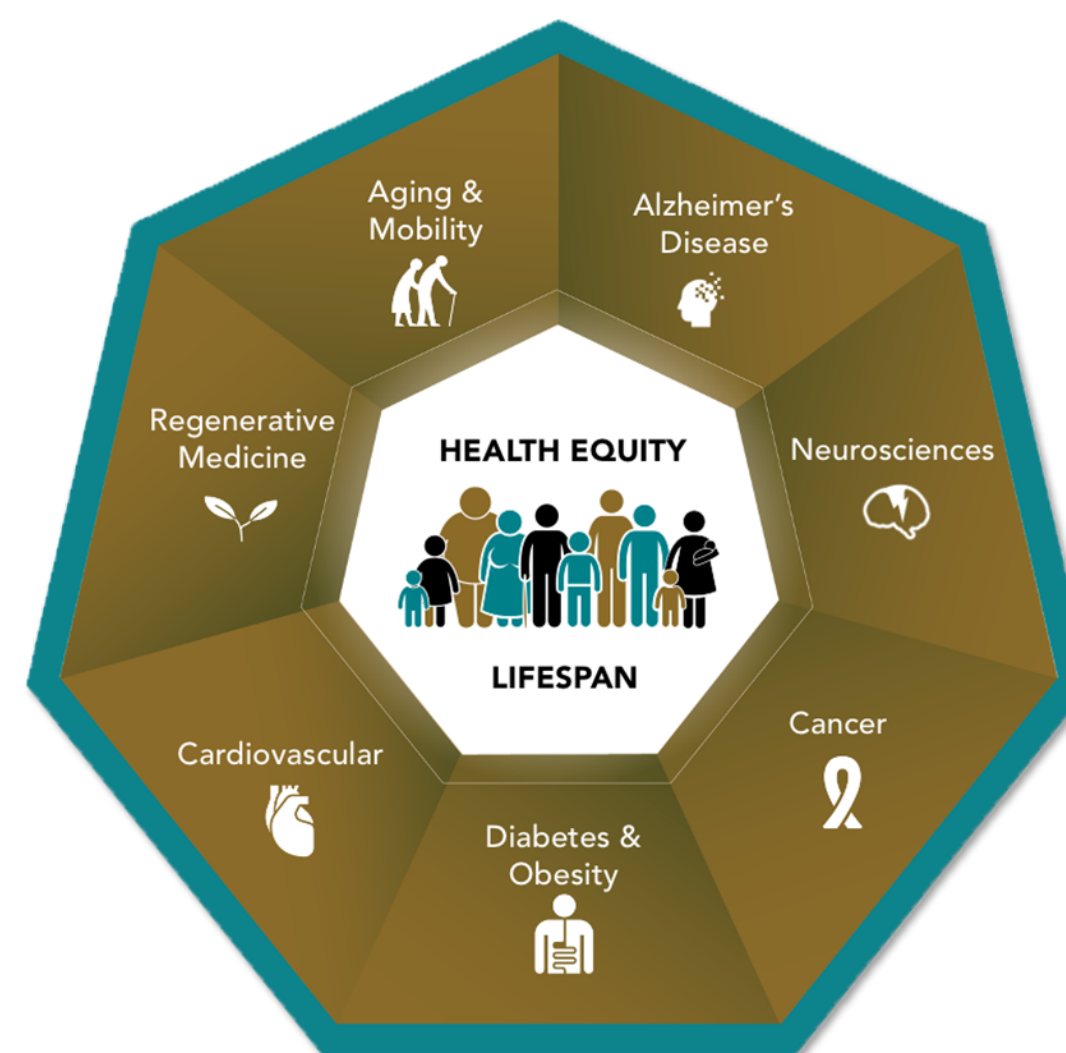
IAP Goal: Lead an enterprise-wide strategic planning and implementation process to create research capacity & culture for our newly formed academic learning healthcare system.

Background

- April 10, 2019:** Wake Forest Baptist Medical Center and Atrium Health signed a memorandum of understanding towards “creating a next generation academic learning health care system”
- October 9, 2020:** Officially joined as a single enterprise Atrium Health, Inc. a non-profit corporation governed by a 16-member board of directors.
- Academic Highlights of Partnership:**
 - 2nd Med School with 3,500 students & 100 programs
 - Infusion of ~\$70M in research to support strategic priorities
- Economic Impact**
 - Exceeds \$32B and 180,000 jobs
- Key Players:**
 - Mr. Gene Woods**, President & CEO of Atrium Health
 - Dr. Julie Freischlag**, Chief Academic Officer, CEO of WFBH & Dean of WFSM
 - Dr. Greg Burke**, Sr Assoc. Dean & Chief Science Officer
- October 13, 2020:** Research Executive Committee
- Overall Research Goals:**
 - Improve the health of patients & communities, emphasis on health equity
 - Increase national recognition and extramural funding
 - Create a single, collaborative, efficient research infrastructure



Strategic Priority Areas



Data Collection

- Stakeholder interviews (n=12)
- Research funding (intra- & extramural)
- Assessment of portfolio (SWOT)
- Survey of research faculty @ Atrium (n=54)

Strengths & Opportunities

- Shared commitment to pts, comm, health equity
- Shared commitment to national recognition
- Strong academic leadership/culture (WFSM)
- NIH research portfolio (NIH)
- Clinical trials/pharma portfolio (Atrium)
- Infusion of resources ~\$70M

Weaknesses & Threats

- Enterprise-wide infrastructure
- Lack of extramural \$ culture
- Anxiety about 'next steps'

Results

- Research Executive Committee, Oct 2020
 - Assoc. Dean for Research March 2021
- Research Plan of Excellence, April 2021
- Launched pilot funding, May 2021
- Initiated Research Symposium Series
- Collected detailed data on existing research activities/structure (ongoing)
- Initiated transition to a fully integrated research organizational structure
- Assessment of Faculty (faculty interest)

Next Steps

- Staff the new Enterprise Research Org
- Launch steering comm/sub-committees
- Faculty appointments/Hir Assoc Dean(s)
- Implement single research support entity