

Rush University

Rush University Report 2019 to 2021

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Rush University: 2019 to 2021 Executive Summary

- Rush University has experienced tremendous growth in enrollment, research awards, and strategic alliances over the past three years (2019-2021), while increasing diversity (in both student and faculty populations), maintaining strong marks in satisfaction for faculty and students, and creating a sustainable pathway to the future.
- Rush's enrollment has grown by 5% from 2019 to 2021, to 2,889 students in Fall 2021 (all 4 colleges have grown in this time frame), with new admissions growing over 9%, in an era where enrollment in many US universities has declined. Along, with the total class size increase, Rush University's student diversity has grown by 20% in the same time frame.
- Rush University continues to climb in the US News and World Report Rankings. In 2021, 12 of our programs are ranked in the top 10 nationally the US News and World Report Rankings (5 are ranked #1 nationally). This is improved from 2019 where Rush had 10 programs ranked in the top 10, and 4 programs in ranked #1 nationally.
- Rush University's Student/Faculty engagement data and student retention (96% retention in 2021, strongest retention rate in the past 3 years) has remained strong/consistent through this growth phase and pandemic.
- In addition to the growth in enrollment, research awards have grown by a total of 60% since 2019, and the current total of 145MM in awards is a Rush University record (\$54.5MM increase since 2019). This growth is highlighted by the growth in NIH grants, which have grown by 40% and are a large driver of indirect cost recovery. FY22's early results are continuing to see strength in new awards.
- Coupled with growth pattern above, Rush University has been able to exceed budgeted expectations from 2019-2021, increasing operating revenue by 14%, controlling operating expenses, which increased contribution margin from 3.55% in FY19 to 6.21% in FY21. These financial trends are continuing in the early parts of 2022 (10% better than budget with a 7.8% contribution margin).
 - Rush University was also a major component in the Rush System's financial recovery from COVID, coordinating an effort that resulted in the release of 26.5MM in restricted funding to improve operating results.
- This growth and financial stability has positioned Rush University to pursue alliances with local and national leaders in education and research. New strategic partners were cultivated over the past 3 years to enhance Rush University's position in the marketplace and add value (R1, Jacksonville University, and Malcolm X College are examples).

Rush University Consolidated Financials- Revenue Trends: Fiscal Year 2019 to Fiscal Year 2021

Rush University has **increased its Operating Revenue by 30.66MM from FY19 to FY21 or 13.63%**. This result is driven by:

- An increase of Tuition and Fee Revenue of 9.12MM or 11.67%. This is primarily due to a 4.86% increase in enrollment over this same period.
- Other Education Revenue increased by 1.73MM or 16.59% due to increased volume in continuing education courses.
- Direct Research Revenue increased by 17.71MM or 16.29%**. This result is driven by the increase in awards and strengthened business processes.
- Indirect Research Revenue increased by 2.11MM or 7.63%. This result is also driven by the increase in awards and strengthened business processes.

	Results in Thousands								
	FY19		FY20*		FY21		FY21 vs. FY19		% Change
	Act		Act		Act		Act		Act
Operating Revenue									
Tuition and Fees	78,112		81,515		87,229		9,117		11.67%
Other Education Revenue	10,413		11,379		12,141		1,728		16.59%
Direct Research Revenue	108,723		116,711		126,431		17,708		16.29%
Indirect Research Revenue	27,655		26,394		29,764		2,109		7.63%
Total Operating Revenue	224,903		235,999		255,565		30,662		13.63%

FY20 results were normalized to remove the impact of financial recovery plans due to COVID-19. A total of 26.5MM was released with a \$14MM net impact on Direct Research Revenue.

**Actual financials typically lag behind new awards due to start-up delays eg. hiring.

Rush University Consolidated Financials- Expense Trends: Fiscal Year 2019 to Fiscal Year 2021

Rush University has **increased its Operating Expenses (while increasing margin) by 22.77MM from FY19 to FY21 or 10.5% (this increase is in line items that drove margin increases)**. This result is driven by:

- An increase of Salary/Benefits Expenses of 20.16MM or 13.18%. This increase is predominantly due to the investment in hiring of funded researchers (these dollars come with indirect revenue).
- Tuition Assistance has increased by 1.32MM or 35.59% due to increased scholarships offered by the four colleges. This increase was allocated completely to need and diversity and inclusion scholarships.
- Research and Education Supplies increased by 2.50MM or 23.57%. This is due to increases in research awards (these dollars come with indirect revenue).
- Other Expenses decreased by 3.16MM or 17.08%. This result is driven by employing leaner spending models and requiring a business plan/ROI attached non-salary dollar spending.

	Results in Thousands								
	FY19		FY20 *		FY21		FY21 vs. FY19		% Change FY21 v FY19
Operating Expenses (Before Rent and Overhead)									
Salaries & Benefits	152,959		159,488		173,118		20,159		13.18%
Tuition Assistance	3,715		4,803		5,037		1,322		35.59%
Purchased Services	16,280		20,003		17,990		1,710		10.50%
NIH/Federal Consortium Expenses	10,788		9,576		10,352		(436)		-4.04%
Research and Educational Supplies	10,625		12,054		13,129		2,504		23.57%
IT / Minor Equipment / Building	4,032		4,317		4,708		676		16.77%
Other, including student stipends, conference/travel	18,518		17,620		15,356		(3,162)		-17.08%
Total Operating Expenses Before Rent and Overhead	216,917		225,284		239,690		22,773		10.50%
Total Rent and Overhead	38,972		44,704		42,985		4,013		10.30%
Total Operating Expenses Including Rent and Overhead	255,889		269,988		282,675		26,786		10.47%

Rush University Consolidated Financials- Bottom Line Results/Ratios: Fiscal Year 2019 to Fiscal Year 2021

Rush University has **beaten budget in FY19, FY20, and FY21**. Over this period:

- Rush University has lowered its needed investment from the Rush System from 30.99M to 27.11MM, or 12.51%. This has been accomplished via an increase in revenue with a margin and strong discipline in expense management.
- Rush University's budget has remained essentially flat from FY19, despite growth in many areas, exemplifying increased financial sustainability.
- Contribution Margin has increased each year, culminating in a 6.21% result or an improvement of 74.91%. This result is driven in the expansion of the academic programs, which are profitable in addition to controlling operating expenses.
- *FY22 is currently producing a 7.8% operating margin, through November 2021 results.*

	Results in Thousands				
	FY19	FY20*	FY21	FY21 vs. FY19	% Change FY21 v FY19
Excess of Revenue Over Expenses from Operations	(30,986)	(33,989)	(27,110)	3,876	-12.51%
Budget	(31,661)	(34,027)	(31,610)	51	-0.16%
Budget Variance [Favorable or (Unfavorable)]	675	38	4,500	3,825	566.67%
Ratio Analysis on Actual Results:					
Contribution Margin	7,986	10,715	15,875	7,889	98.79%
Contribution Margin % of Operating Revenue	3.55%	4.54%	6.21%	2.66%	74.91%

U.S. News and World Report Rankings (2022)

Most #1 Rankings in Rush University History

College of Nursing*

#1 DNP program in the nation **#1** Online nursing program in the nation **10** Specialties in the TOP 10 Nationally

*552 Nursing Schools ranked

College of Health Sciences*

4 Ranked programs **2** Programs in TOP 10

*These programs are individually ranked, not by college

College of Medicine*

64th Research program **69th** Primary care

*152 Medical Colleges ranked



Overall Enrollment: Fall 2019 to Fall 2021

Overall, enrollment has grown by 4.86% from Fall 2019 to Fall 2021 (with all 4 colleges increasing their overall enrollment over this period).

- This growth is driven from a 9.4% increase in new admission over the time period (Fall 2021 new admission class was 896 students).
- Fall 2021's enrollment represents an enrollment record for Rush University.

Headcount by College				
	Fall 2019	Fall 2020	Fall 2021	Percent Change From Fall 2019 v Fall 2021
College of Health Sciences	750	745	839	11.87%
College of Nursing	1,286	1,325	1,298	0.93%
Rush Medical College	553	579	584	5.61%
The Graduate College	166	167	168	1.20%
Rush University	2,755	2,816	2,889	4.86%

Overall Student Retention: Academic Year 18-19 to Academic Year 20-21

Overall, student retention* at Rush University has **improved by 3.59% to a retention rate 96.04%**.

- This retention rate improvement has occurred despite the presence of COVID-19, with every degree type improving its retention rate in this span (following slide for details).

Academic Year	Entry Cohort	Retained Next Fall	% Retained Next Fall
AY 18-19	994	919	92.45%
AY 19-20	961	909	94.59%
AY 20-21	1035	994	96.04%

*Retention= Enrolled Students + Returning Students + Graduated Students + Students on Leave of Absence

**Entry Cohort is a count of all admitted students from the Summer, Fall, and Spring Terms (1 academic year)

Overall Student Diversity: Fall 2019 to Fall 2021

Overall student diversity at Rush University has increased from **30% to 36%** (20% growth).

- Within this overall growth, Underrepresented Minority populations have grown from **19% to 22%** (16% growth).

Headcount by Race/Ethnicity

	Fall 2019		Fall 2020		Fall 2021	
	N	% of Total	N	% of Total	N	% of Total
*American Indian or Alaskan Native**	3	0%	2	0%	1	0%
*Asian	245	9%	227	8%	350	12%
*Black/African American**	203	7%	240	9%	245	8%
*Hispanic**	322	12%	347	12%	378	13%
*Two or More Races	51	2%	48	2%	53	2%
*Native Hawaiian or Pacific Islander**	3	0%	1	0%	0	0%
Unknown	247	9%	258	9%	133	5%
White	1,681	61%	1,693	60%	1,729	60%
Rush University Totals	2,755	100%	2,816	100%	2,889	100%
*All Minority	827	30%	865	31%	1,027	36%
URM**	531	19%	590	21%	624	22%

Rush University Faculty Diversity- 2018 v 2021

Since 2018, Rush Faculty diversity has increased by 108 faculty members or 1.18%. This increase took place amid the COVID-19 pandemic, where hiring of new faculty presented significant challenges.

Faculty	FY18	FY21
% AA/Black + Hispanic Faculty	8.82%	10%
# AA/Black + Hispanic Faculty	164	272
% Female	51.4%	51%

In 2019 an inventory of all Rush Health Equity work revealed dozens of individual projects and few options for pilot or infrastructure support

Community & Clinical Practice

- Social determinants and mental health interventions
- Trauma-informed care
- Community-based behavioral health initiatives
- Rush CHNA and CHIP
- Office of Community Engagement (OCE) programs- including managing community partnerships
- School based health centers (OCE)
- Rush Community Service Initiatives Program (RCSIP)
- Rush Faculty Practices (College of Nursing)
- Medical Home Network ACO
- Innovative, evidence-based care coordination programs
- Value-based initiatives (e.g., Medicare Shared Savings Program)
- Rush Health initiatives to deliver population health
- Anchor Mission initiatives
- Road Home Program
- Rush Generations
- Other population health initiatives

Policy & Leadership

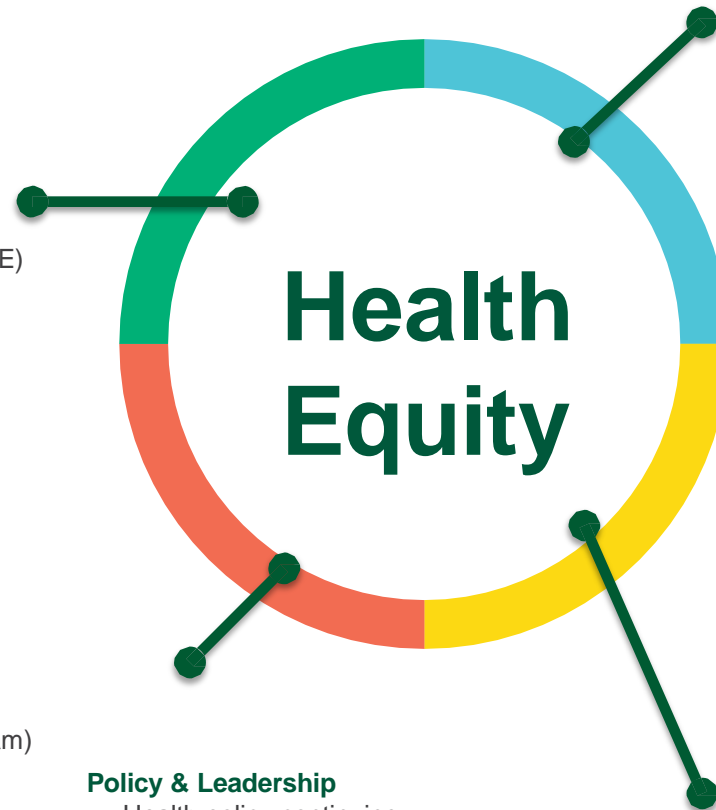
- Health policy continuing education short course
- Participation in the Chicago HEAL Initiative
- West Side United

Education

- Rush Education and Career Hub (REACH)
- Advanced Public Health Nursing – DNP Program (CON)
- Health equity curriculum (RMC)
- Advanced Nursing Education Workforce (ANEW) Program
- Health equity track for medical residents (Internal Medicine)
- Health equity course (CHS-HSM)
- Career pathways programs (MA, PCT)
- College apprenticeship programs (IT, HIT)
- Summer enrichment program with MXC
- College summer research internships

Research

- Population health analytics and evaluation
- Various NIH and foundation-funded studies



Rush BMO Harris Institute for Health Equity: An integrated coordinated approach

Mission

To build, evaluate and sustain scalable approaches that improve health and eliminate health inequities through the integration of community partnerships, clinical practice, education, research, and policy.

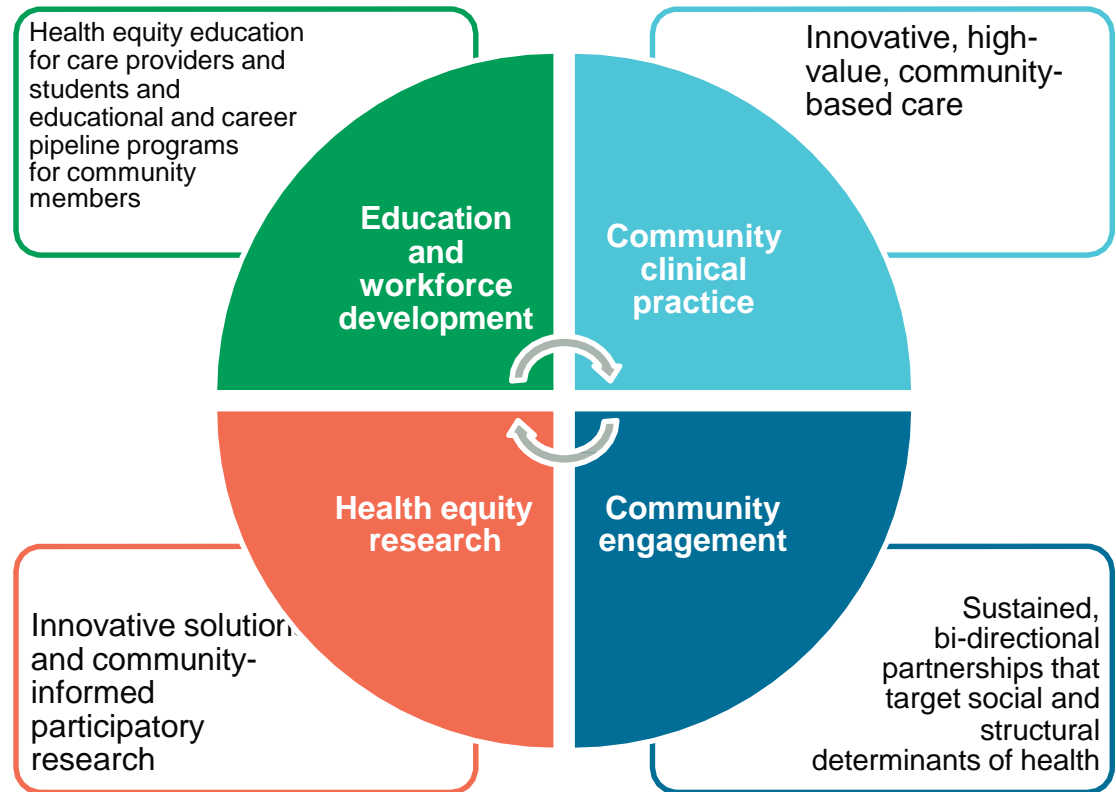
Vision

Advance and sustain health equity.

Equity is excellence.

****Over 65MM raised by
Philanthropy for these activities****

A Bi-Directional Model



**Everyone learns, everyone teaches,
everyone thrives**

Transition to Remote Learning in 2020-2021

Rapid Pivot to Remote Platforms:

- **Spring Term:** 325 courses: 2,626 students migrated to remote platforms
- **Summer Term:** 310 courses: 2,146 students migrated to remote platforms
- **Fall term:** 252 courses: 2,650 students migrated to remote platforms

On-time Virtual Graduations

- Two successful virtual commencements – All students graduated on time

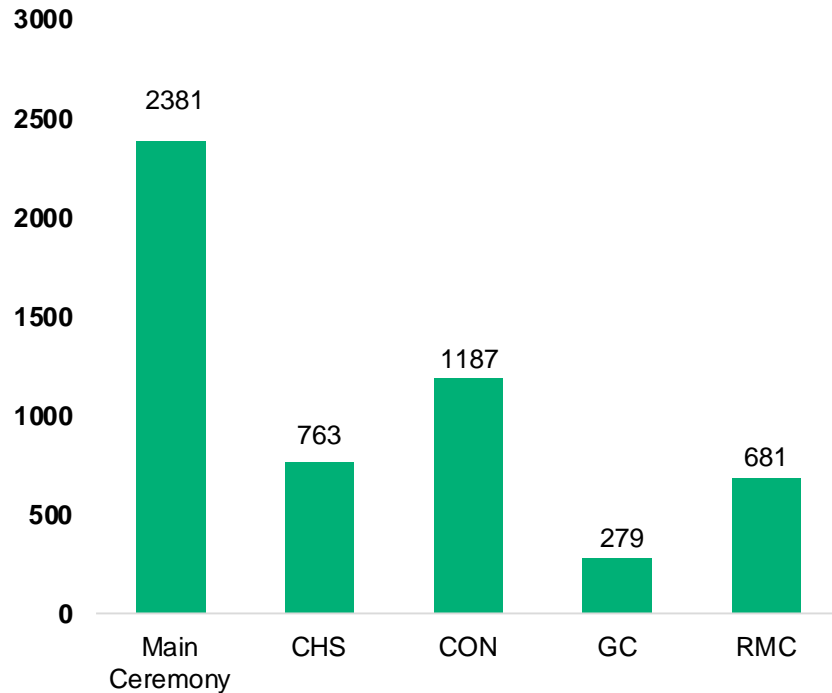
New Normal

- Expanding long term e-learning learning strategy
- Developing Hybrid (blended learning) models: remote, onsite, collaborative virtual, simulated
- Updating the learning management system (CANVAS)

Rush University 49th Commencement

A unique virtual platform: from an event website, graduates, their families and friends, faculty, and others were able to watch the ceremony together live via an associated chat.

Total Unique Viewers of May 1 Livestream



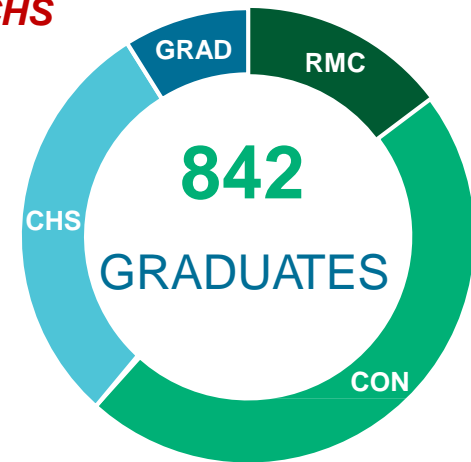
Commencement Address

Judy Faulkner, Founder & CEO, Epic Systems

Student Speaker

Fritzi Flores, MS-HSM, College of Health Sciences

David Vines, PhD, MHS, RRT, Director, Respiratory Care Program, CHS



Rush University 49th Commencement

93.2k

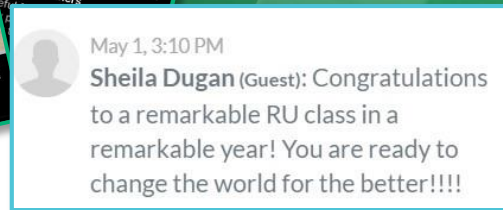
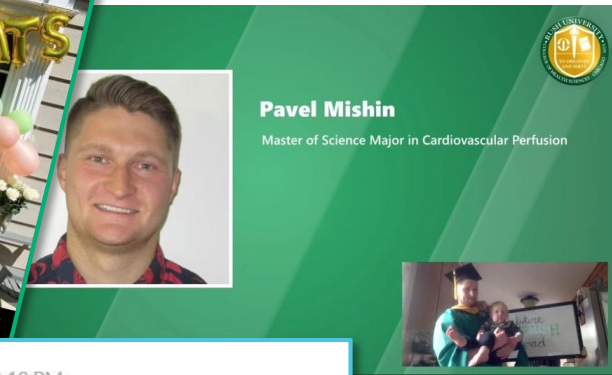
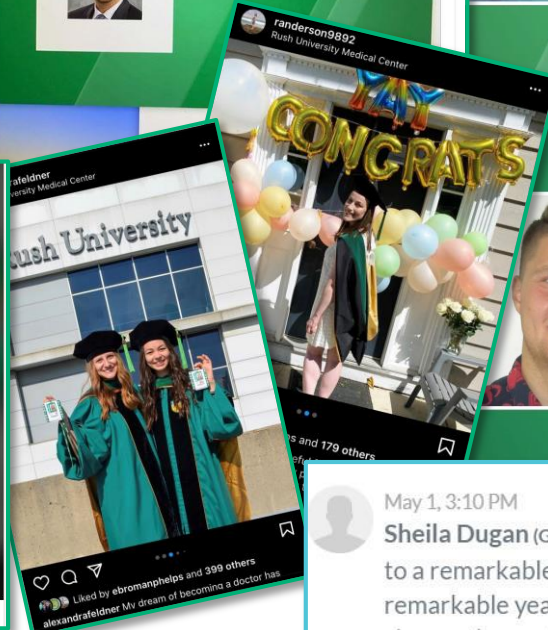
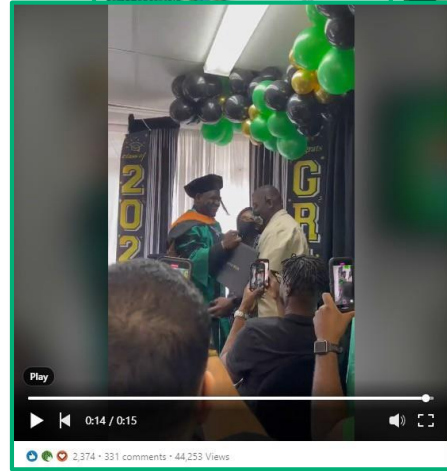
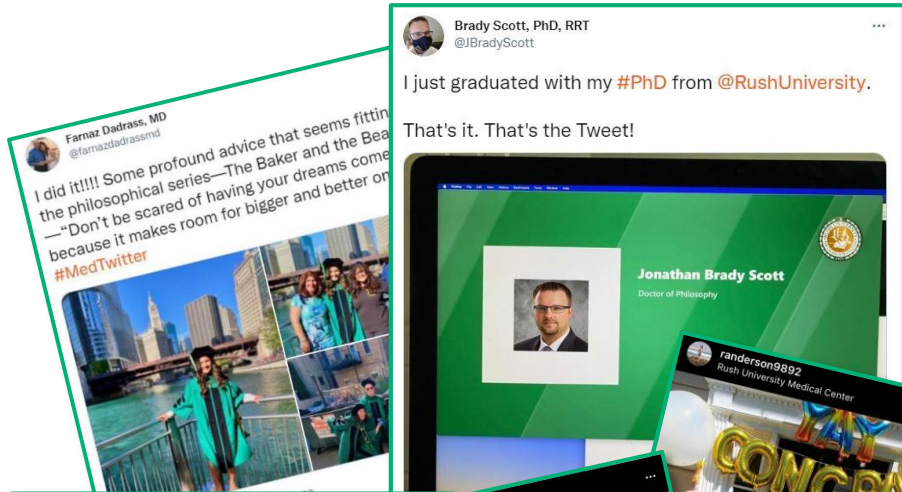
Social media post reach

1.9k

Total video views

1.6k

Total chat box users



Strategic Alliances- 2019 to 2021



Center for
Community Health
Equity contract
renewed in 2021

IIT Institute of Design

Shared coursework
MOU executed in 2021



Respiratory Care
program 7-year
agreement, beginning
fall 2021:
net \$1.7M,



Medical Assisting
program for Malcolm
X students at Rush



Health Systems
Management
Executive track



UNIVERSITY OF
Global Health
EQUITY

Specialist in Blood
Banking program



UNIVERSITY OF
NOTRE DAME

Finalizing MOU for
research symposium
and additional
academic programs

Appendix

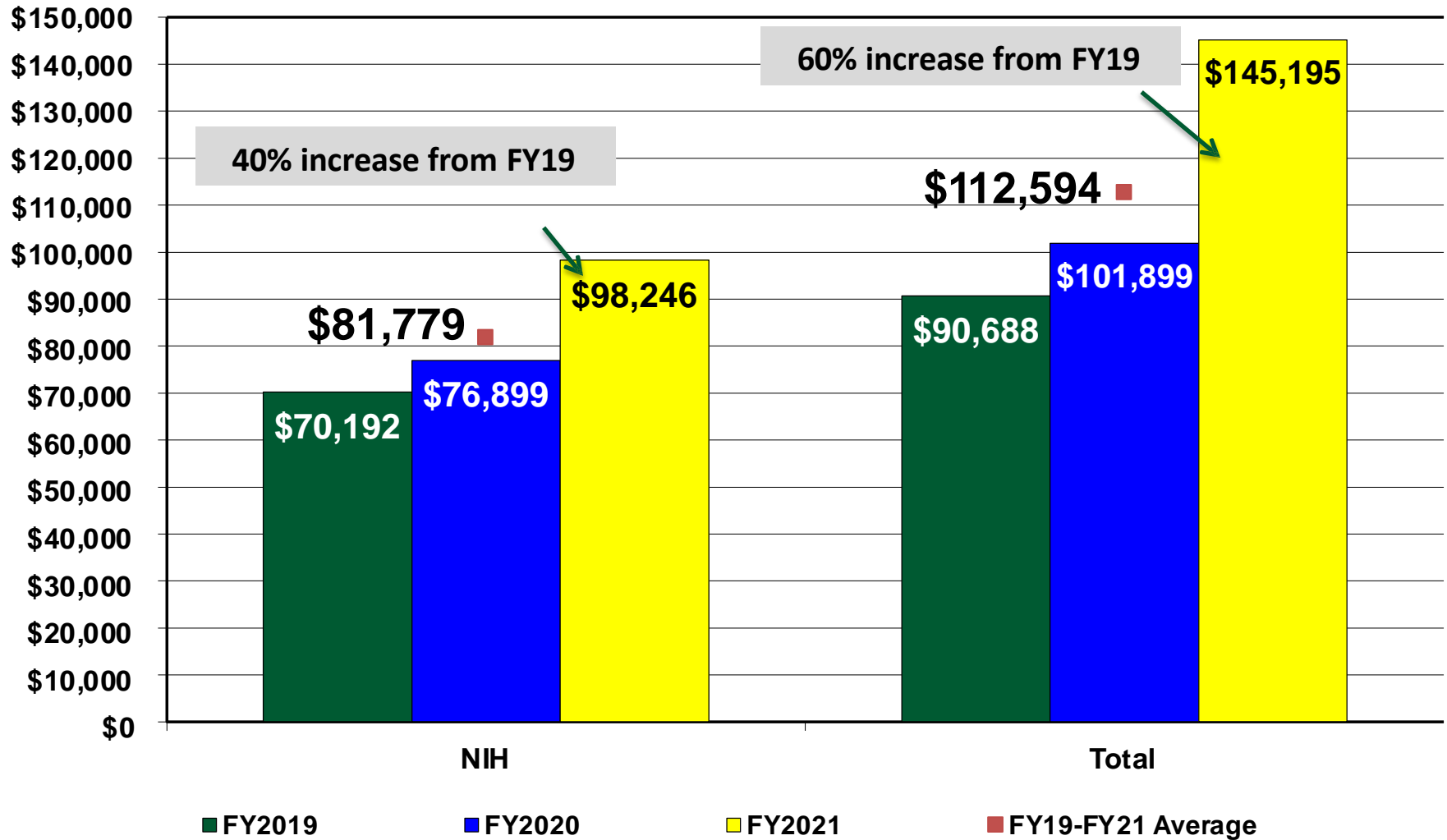


Student Retention by Degree Type: Academic Year 18-19 to Academic Year 20-21

Bachelors Degrees	Entry Cohort	Retained Next Fall	% Retained Next Fall
AY18-19	60	54	90%
AY19-20	35	29	83%
AY20-21	54	50	93%
Masters Degrees	Entry Cohort	Retained Next Fall	% Retained Next Fall
AY18-19	444	411	93%
AY19-20	416	395	95%
AY20-21	456	438	96%
Research Doctorate Degrees	Entry Cohort	Retained Next Fall	% Retained Next Fall
AY18-19	32	27	84%
AY19-20	27	26	96%
AY20-21	32	29	91%
Professional Doctorate Degrees	Entry Cohort	Retained Next Fall	% Retained Next Fall
AY1819	436	409	94%
AY1920	448	427	95%
AY2021	470	456	97%
Certificates	Entry Cohort	Retained Next Fall	% Retained Next Fall
AY1819	22	18	82%
AY1920	35	32	91%
AY2021	23	21	91%

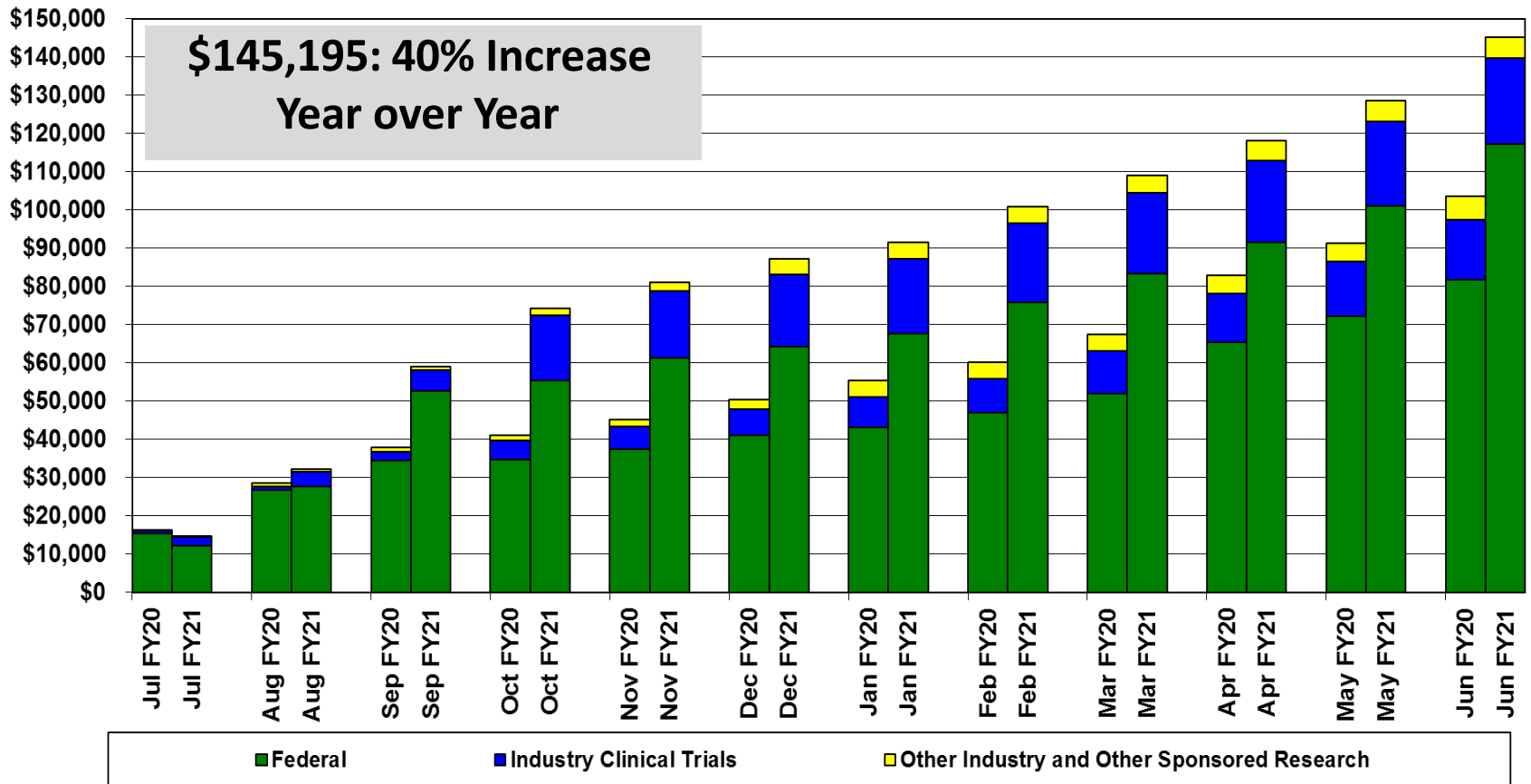
*Retention= Enrolled Students + Returning Students + Graduated Students + Students on Leave of Absence

Rush University Research Awards: FY19-FY21



Rush University Research Awards: FY20-FY21

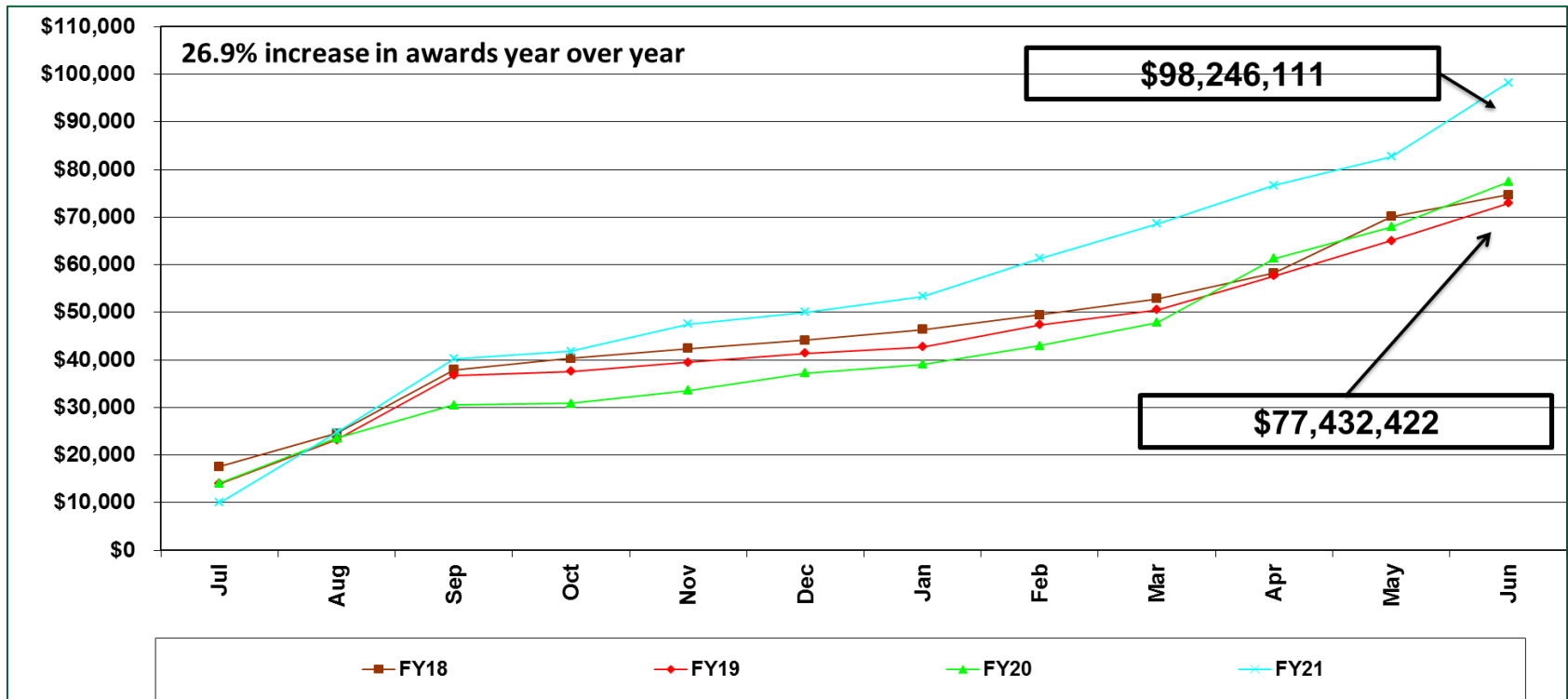
FY21's increase in awards resulted in a record year for Rush University, with over 145MM in awards over this period, continuing an upward trend in awards.



Rush University Research Awards, NIH: FY20-FY21

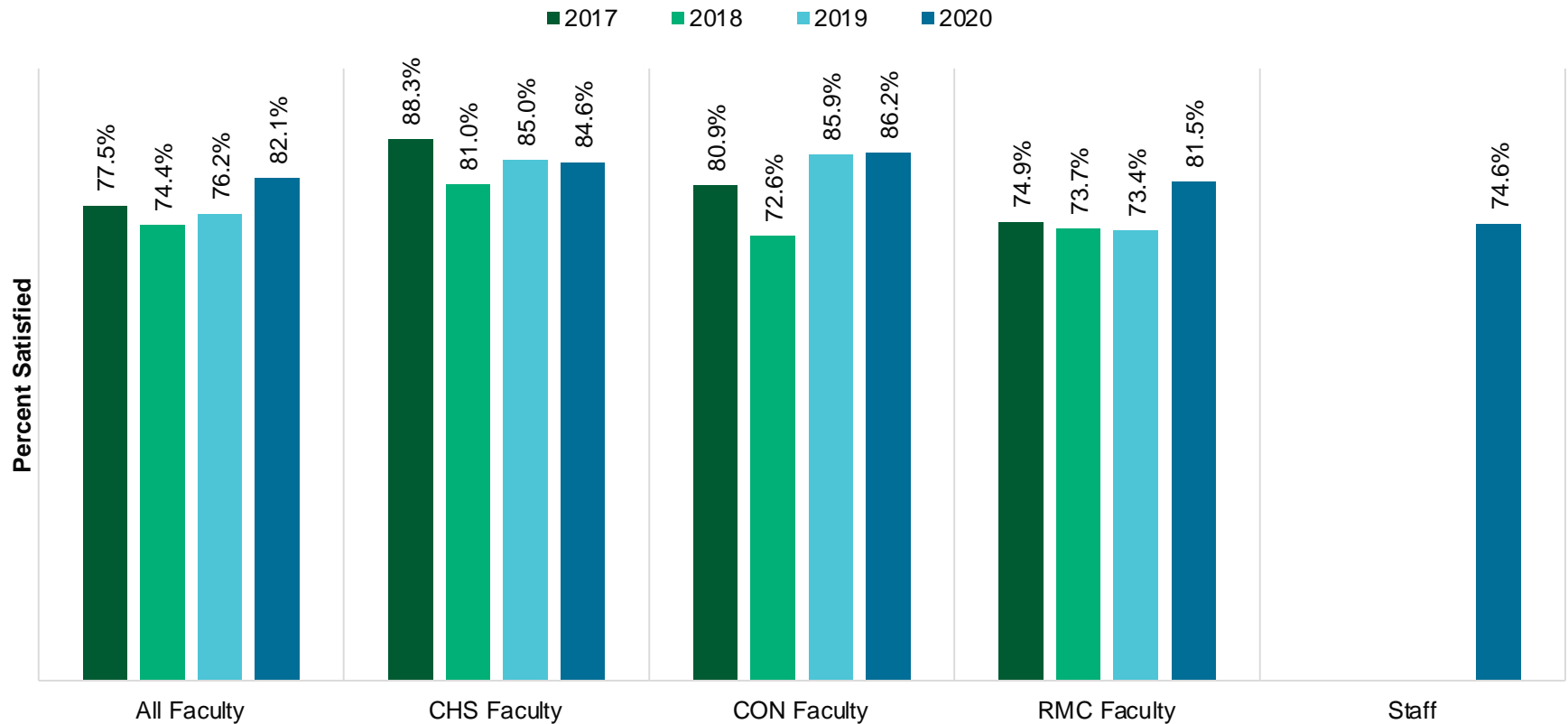
FY21's increase in awards resulted in a record year for Rush University, with over 98MM in NIH awards over this period, continuing an upward multi-year trend in NIH awards.

- Also, the indirect recovery rate was increased from 57% to 58% (via an application processes led by the CFBO Office), which will result in a 1M to 1.2MM increase in indirect research revenue.

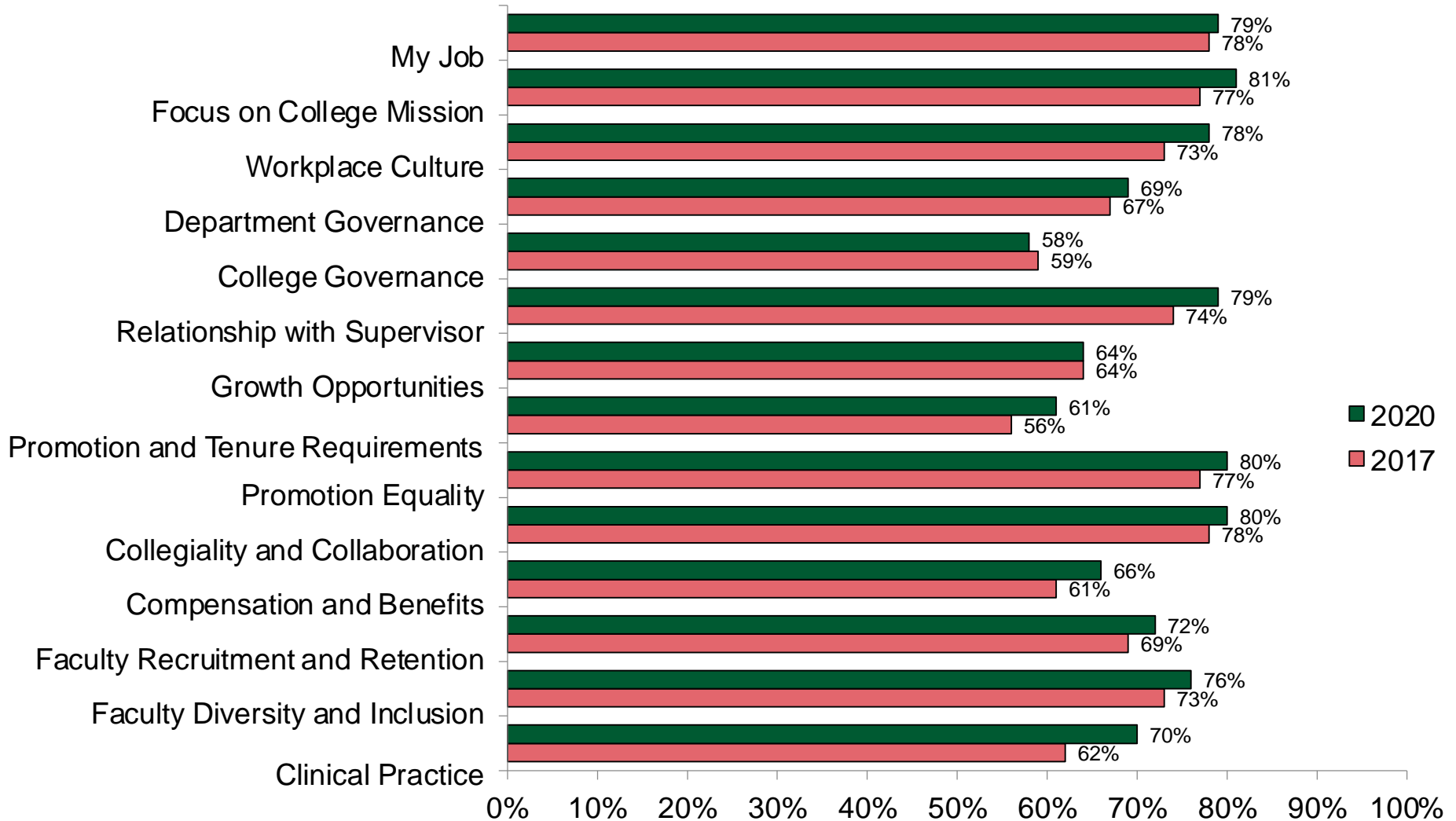


Rush University Faculty Satisfaction: 2017-2020

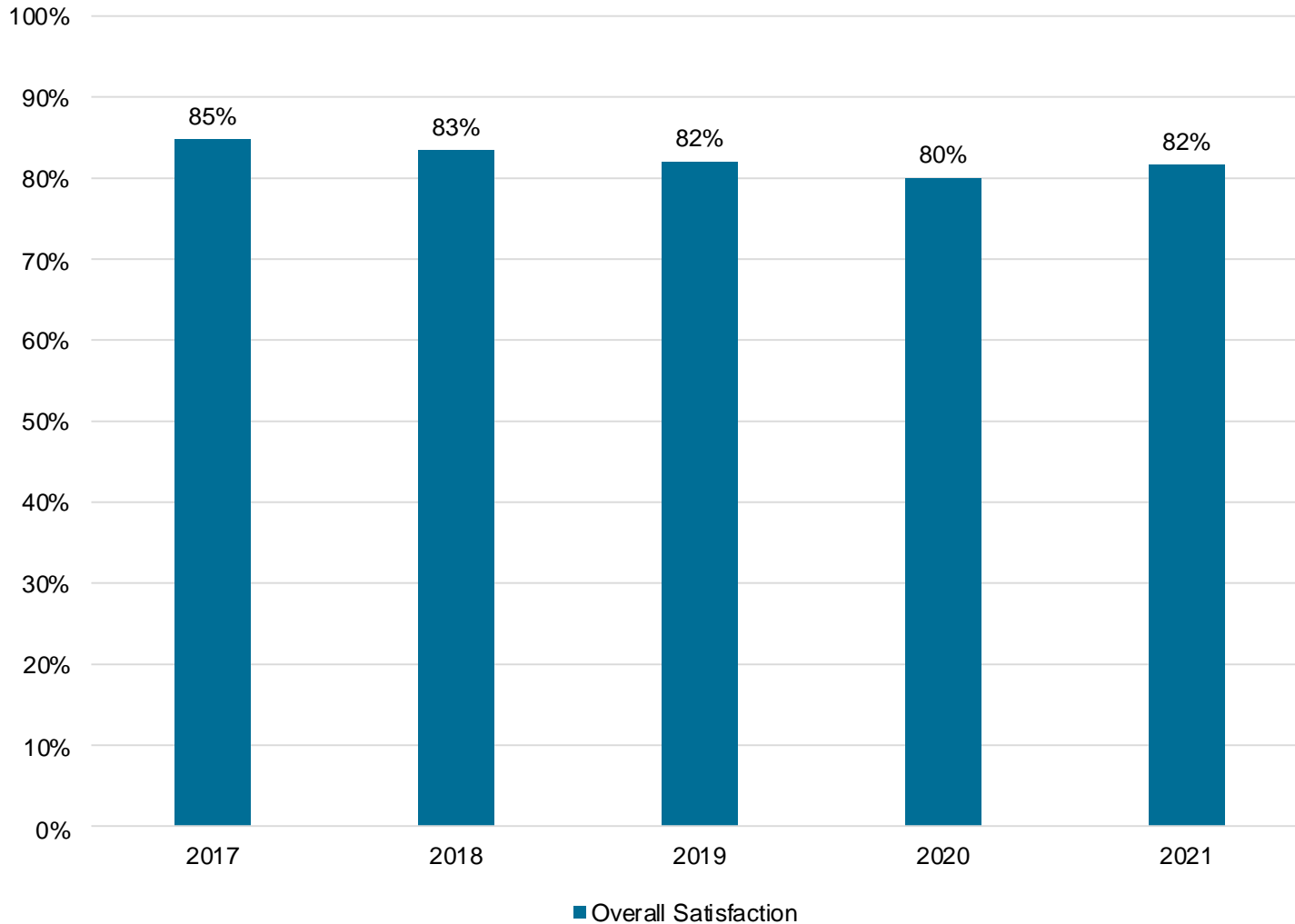
Rush University has improved overall faculty satisfaction by 4.6% from 2017 to 2020*, across all four colleges.



Rush University Faculty Satisfaction - Categorized 2017 v 2020

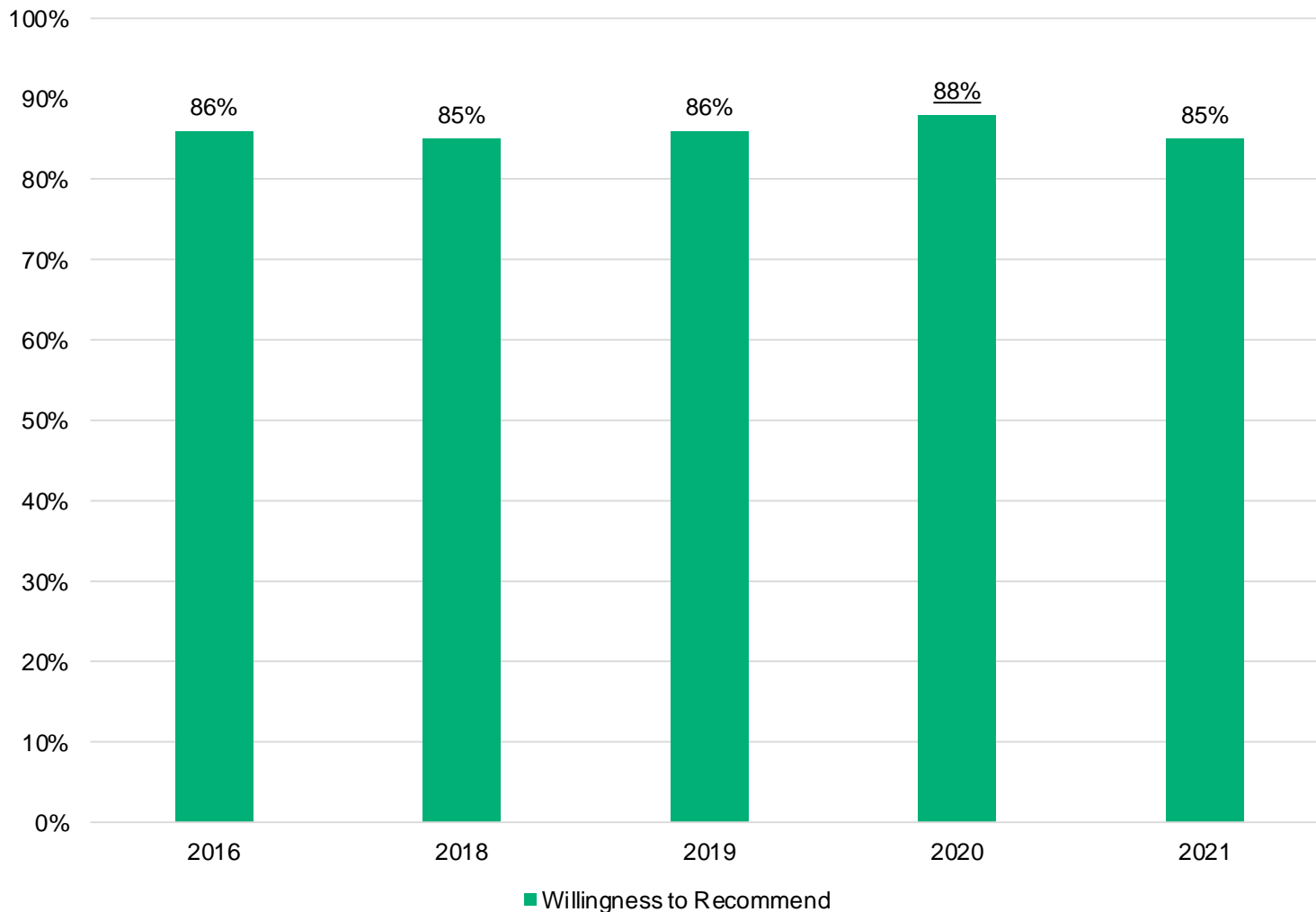


Student Satisfaction Remains Consistently High: 2017-2021



Graph shows percentages of students responding “satisfied” or “very satisfied”.

Student Willingness to Recommend Remains Consistently High: 2016-2021



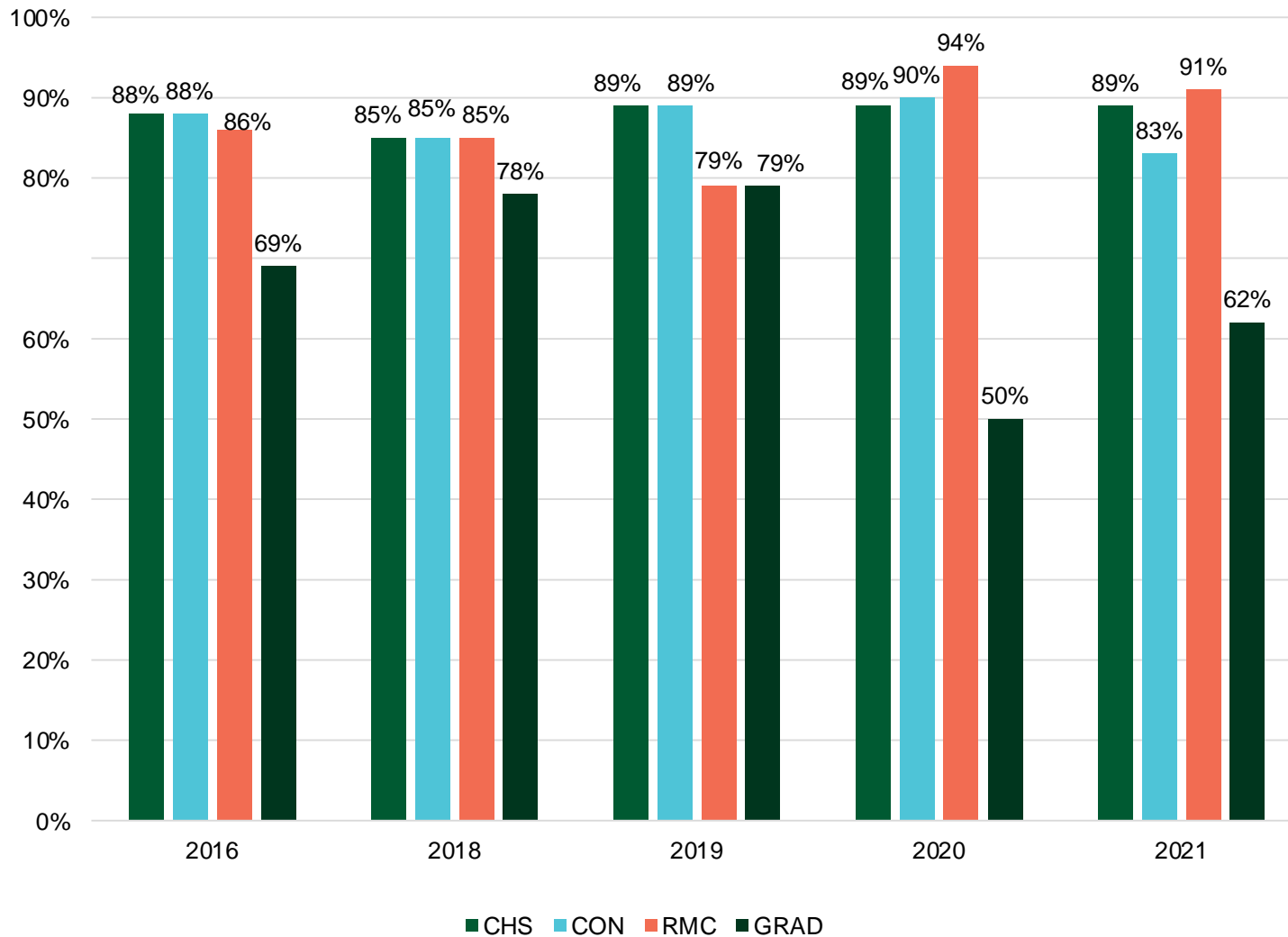
Graph shows percentages of students responding “definitely yes” or “probably yes”.

Student Satisfaction by College: 2017-2021



Graph shows percentages of students responding “satisfied” or “very satisfied”.

Student Willingness to Recommend by College: 2016-2021



percentages of students responding “definitely yes” or “probably yes”.

Rush University: Notable Hires/Promotions* FY2019-FY2021

- **Dr. Susan Freeman** – Provost and Chief Operation Officer, Rush University
- **Dr. Christine Kennedy** – Dean, College of Nursing, Rush University
- **Dr. Cynthia Brincat** – Interim Dean, College of Medicine, Rush University
- **Mr. Vince Gattuso** - Chief Financial & Business Officer, Rush University
- **Dr. Stefan Green** – Director, Core Laboratory Services & Director, Genomics and Microbiome Core Facility, Rush University
- **Dr. Santosh Basapur** – Director of Design, Rush University
- **Dr. Jim Connors** - Chairperson, Department of Neurological Sciences, Rush Medical College, Rush University Medical Center
- **Dr. Irving Waxman** - Chief, Division of Digestive Diseases & Nutrition. Director, Digestive Disease Service Line for Rush University System for Health
- **Dr. Ted Corbin** – Chairperson, Department of Emergency Medicine, Rush Medical College, Rush University Medical Center

Rush University Accreditations: 2019 to 2021

Academic & GME

Rush University: Higher Learning Commission

Medical Doctorate: Liaison Committee on Medical Education

MS Health Systems Management: Commission on Accreditation of Healthcare Management

Occupational Therapy Doctorate: Accreditation Council for Occupational Therapy Education

Master of Science in Nursing: Commission on Collegiate Nursing Education

GME:	
Allergy and immunology	Nuclear medicine
Anesthesiology	Obstetrics and gynecology
Cardiovascular disease (IM)	Ophthalmology
Child and adolescent psychiatry (P)	Orthopaedic sports medicine (ORS)
Clinical cardiac electrophysiology (IM)	Orthopaedic surgery
Clinical Informatics (IM)	Orthopaedic surgery of the spine (ORS)
Clinical neurophysiology (N)	Otolaryngology - Head and Neck Surgery
Critical Care Medicine (IM)	Pain medicine
Cytopathology (PTH)	Pathology-anatomic and clinical
Dermatology	Pediatric cardiology (PD)
Emergency medicine	Pediatrics
Endocrinology, diabetes, and metabolism (IM)	Physical medicine and rehabilitation
Epilepsy (N)	Plastic surgery
Family Medicine - Copley	Plastic Surgery – Integrated
Gastroenterology (IM)	Psychiatry
Geriatric medicine (IM)	Pulmonary disease and critical care medicine (IM)
Hand surgery (ORS)	Radiation oncology
Hematology and medical oncology (IM)	Radiology-diagnostic
Infectious disease (IM)	Rheumatology (IM)
Internal medicine	Rush University Medical Center
Internal medicine/Pediatrics	Sleep medicine
Interventional cardiology (IM)	Sports medicine (FP)
Interventional Radiology - Independent	Surgery
Musculoskeletal Imaging (DR)	Thoracic surgery
Neonatal-perinatal medicine (PD)	Transplant Hepatology (IM)
Nephrology (IM)	Urology
Neurological surgery	Vascular and interventional radiology (DR)
Neurology	Vascular neurology (N)
Neuroradiology (DR)	Vascular Surgery

CLINICAL TRIALS SOLUTIONS

Resolving Billing Issues & Building a New Normal

Phase 1:
2018 to Sept.
2019

Clinical Trials Billing Issues Reported/ Solutions Initiated

Legal investigation completed; reported May 23, 2019*. Teams immediately assembled. Solutions defined. Dashboards created focused on correcting CA Backlog, overpayments and research billing audit. Resolved 30% of backlog by Sept. 1, 2019.

Phase 2:
Sept 2019 to
June 2020

Problems corrected. DOJ settlement

Backlog completed to open accrual; changes in personnel; BoG Compliance Sub-Committee, formed led by Carl Stern formed to monitor progress, new policies, new audits in place.

Phase 3:
Jul. 2020 –
Aug. 2020

DOJ Settlement

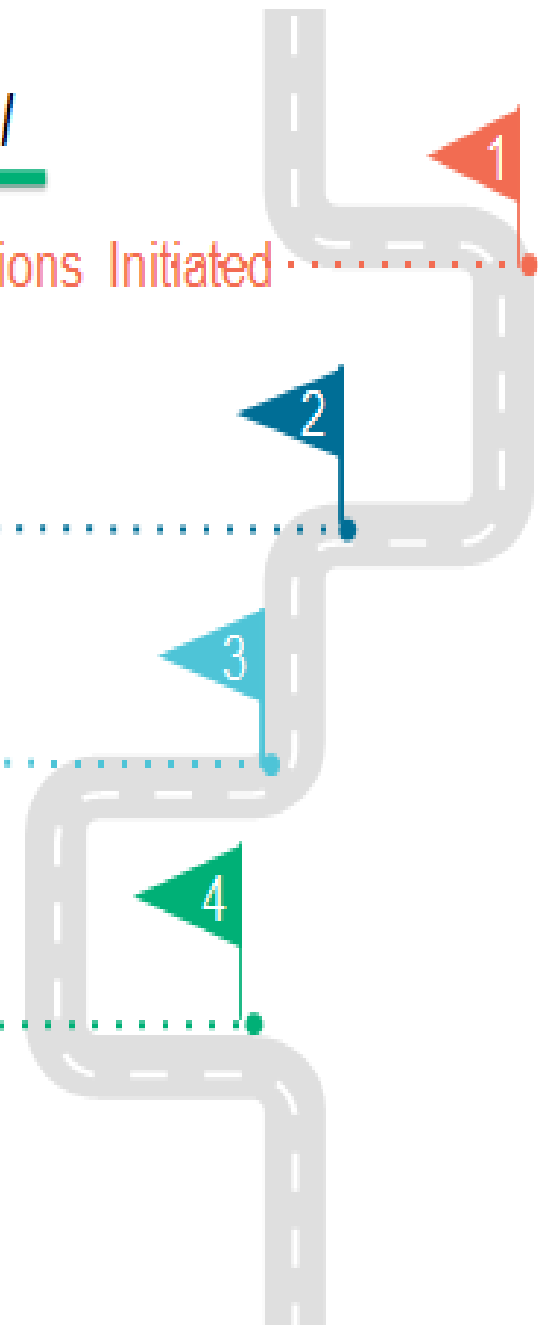
Settlement successful June 26, 2020 – penalty considerably less than anticipated. Responsibility shifted to Revenue Cycle and Corporate Finance
Restructured ORA to support policy implementation, clinical trials vision, guiding principles, governance structure and true north metrics established.

Phase 4:
Aug. 2020 –
Jun. 2021

Post Settlement

Conducted value stream alignment, developed standard work / processes, conducted rapid improvement events, established monthly dashboard to track progress, addressed industry study backlog, accounts receivable and fund distribution. BoG compliance subcommittee folded into corporate compliance committee

**Legal Memorandum summarizing investigation results and recommendations sent to Drs. Gabriel, Goodman, Krishnan and Lateef on May 23, 2019 and forwarded to Carole Segal and Bob Wislow.*



CLINICAL TRIALS CORRECTIVE ACTIONS

Began: October 2018



Completed: July 2020

THE PROBLEMS*

Billing errors due to:

1. No Coverage Analysis
2. Incorrect Coverage Analysis
3. Coverage Analysis not updated
4. Inconsistent/conflicting Coverage Analysis
5. Unknown research subjects

**Problems, as defined in the DOJ corrective action plan, dated back to October 2012. Legal launched investigation in October 2018 with report issued May 23, 2019.*

SETTLEMENT CORRECTIVE ACTION PLAN*

1. Revenue Cycle Office assumes responsibility for coverage analysis, amendments, application of Medicare coverage rules and principles, synch with sponsor payment terms, informed consent, trial agreements, and determination of when a CA is required
2. All financial management responsibilities moved under corporate finance
3. Compliance responsible for all audits
4. Legal responsible for all contracts
5. ORA redesigned to improve the coordination and training of clinical coordinators; compliance with policies; collaboration with revenue cycle, compliance, legal, IT
6. True North Metrics established for tracking

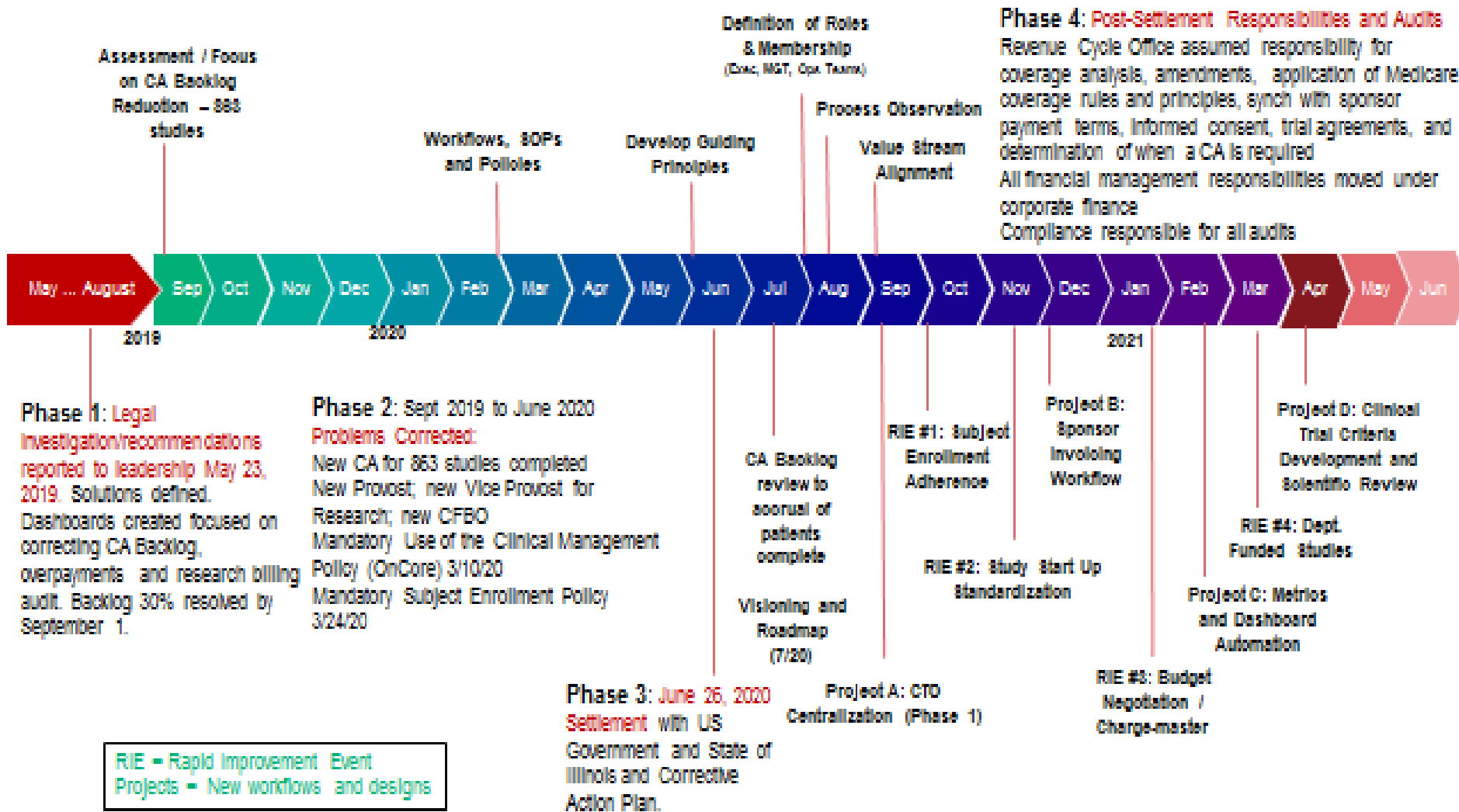
**Settlement June, 26, 2020 with specific DOJ corrective action plans supplemented by additional measures taken by Rush*

ACTIONS COMPLETED

- | | |
|---|--|
| <input checked="" type="checkbox"/> Deliver 863 new coverage analyses (CA) to relevant Department for review | <input checked="" type="checkbox"/> Subject Enrollment Initiative |
| <input checked="" type="checkbox"/> Release all calendars with corresponding CA | <input checked="" type="checkbox"/> Create policies for Mandatory Enrollment and use of the CTMS with ICF upload |
| <input checked="" type="checkbox"/> Ensure CA amendment process is created, standardized, and utilized consistently | <input checked="" type="checkbox"/> Audit plan to ensure CAPA is met for billing compliance |

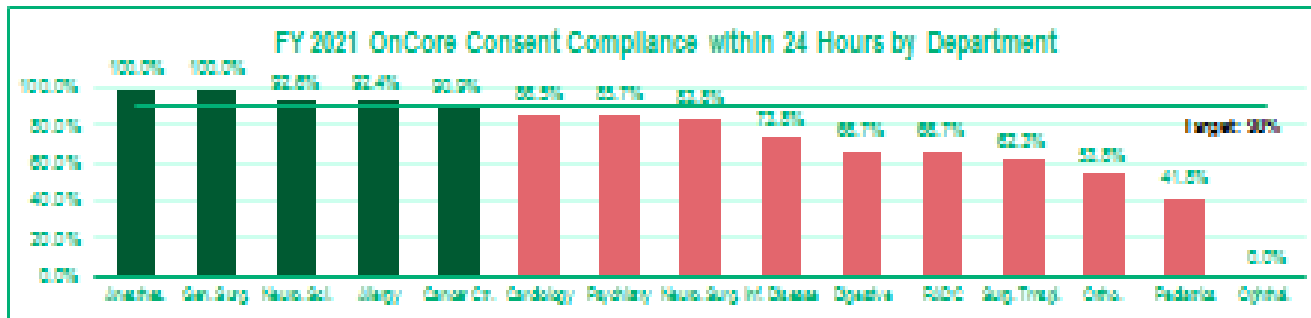
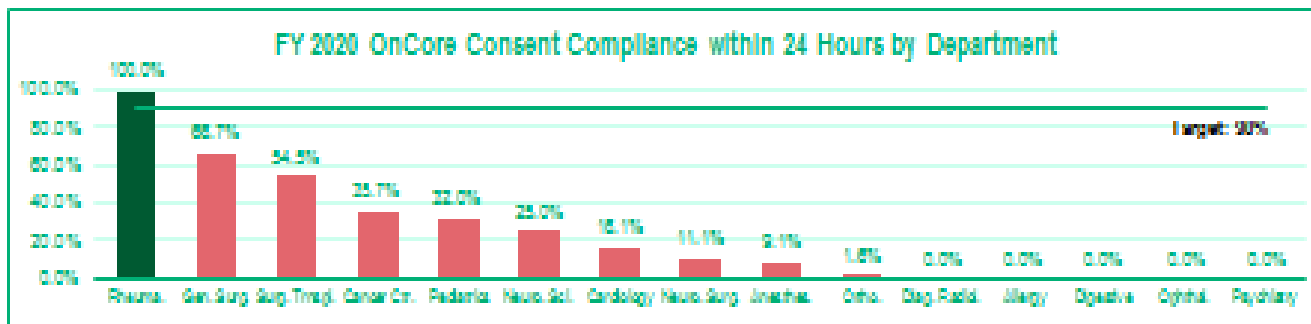
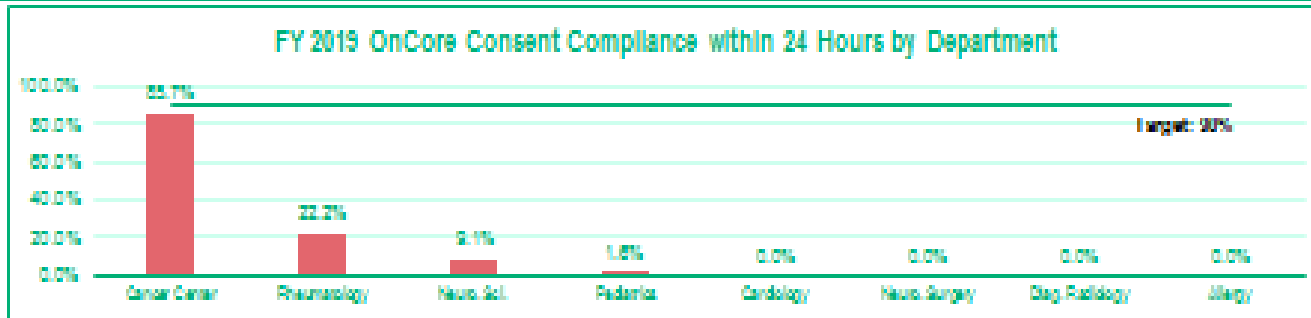
CTMS: clinical trial management system
CAPA: corrective and preventive action
ICF: informed consent form

CLINICAL TRIALS TIMELINE



SUBJECT ENROLLMENT POLICY COMPLIANCE 2019 TO 2021

Metric:
Study
subject
recorded in
OnCore
within 24
hours of
signing
informed
consent



Data includes subject enrollment for industry sponsored awards, with a Clinical Research Billing determination and open to accrual provided status.