

Chapter Ten

The Decade of the 1980's And 1990's

In 1986 the GBA conducted a self-study to determine if changes should be made that would assist the organization in accomplishing its mission. One recommendation was to realign the GBA along functional lines with membership representing a wide spectrum of administrative personnel.

Subsequently the organization continued to grow to include:

- ❑ Principal Business Officers
- ❑ Dean's Office Staff
- ❑ Department Administrators
- ❑ Central University Professional staff
- ❑ Research Administrators
- ❑ Practice Plan Managers
- ❑ Budget Managers
- ❑ Others

In November 1995 the National Chair, Byron Backlar, with the support of the Steering Committee, proposed that a Strategic Planning Task Force be created. The charge to the Task Force was to make recommendations to the GBA Steering Committee regarding if and how the structure and activities that existed at that time should be changed to better serve the membership. [1].

The principal question that was addressed by the Task Force was, “whether the GBA should try to retain its current membership groups, or restrict its membership to one or a few types of medical school administrators.”

“The Task Force operated under the general assumption that the principal challenge in the coming years will be figuring out ways to manage at the institutional and the departmental levels in an era of diminished and constrained resources. There are increasing demands that and expectations that we are going to have to conduct our business in a more corporate fashion. In the future we will be managing in smaller organizations, rather than growing organizations. And, this will have to be done in cultures/milieu where key personnel with authority have different expectations.”

[1] The Task Force was chaired by Philip Schrodell and its members included: Jaclyne Boyden, David Perry, Deborah McGraw, Tom Spencer, Jeffrey Mossoff, Cheryl Atkins-Lubinsky and Jack Krakower.

Recommendations of The Task Force

The Mission of the GBA:

As stated in the rules and regulations, the purpose of the GBA is to advance the managerial art and science of administering medical schools, and to facilitate direct interaction with the AAMC staff and councils with institutional representatives charged with the responsibilities of business affairs.

“The Task Force acknowledges that the center of gravity for the GBA is, and should be, the academic mission of the institution and there is no attempt to dilute that in this recommendation. However, the interrelationship of the educational mission with research, patient care and public service, as well as the consolidation of administrative functions occurring at many medical schools, mandate that dean’s office staff and department business officers be well versed in general administrative and management issues. While the Task Force believes that the impact of this suggested change in the GBA’s mission will be relatively modest in terms of future meetings, it could serve as an important reference as future planning committees set agendas. The change of the mission statement might also modestly impact GBA membership, which is discussed later in the report.”

The Task Force strongly recommends increased collaboration between the GBA and the GIP:

In light of the overlap of interests, concerns, responsibilities and professional development programs of the GBA and the Group on Institutional Planning, and the proposed refinement in mission, the Task Force urges the leadership of both groups to seek every opportunity to engage in collaborative effort.

The Task Force considered changes to the regional organizational structure:

“The Task Force spent considerable effort discussing the current regional organizational structure within the GBA. There was some consensus to abandon it completely ... there were major objections expressed by members of the Southern Region to the possible elimination of the regional structure. The Southern Region in particular has had very strong regional participation and excellent summer programs. There was also concern within the Task Force as to what structure should replace the regional structure for selecting members of the Steering Committee. ... it was decided to retain the current regional structure for now and that it be reexamined within the next few years at such time as the GBA and GIP consider consolidation.”

The organization should encourage the development of affinity groups.

It was felt that such groups would provide more fluidity as the needs and roles of the GBA membership changed. Examples of areas considered included: finance, general administration, information systems, research administration and planning (strategic and facilities).

The Task Force recognizes the need to broaden its membership base to include those individuals whose backgrounds may extend beyond the traditional GBA stereotype.

“The trend towards blending the various components of the academic medical center environment has significantly increased the variety of individuals who could benefit from and who could provide a valuable resource to the GBA.”

The task force recommended that the appointment process be modified as follows:

- ❑ A Principal Business Officer appointed by the Dean to serve as the principal institutional contact to the AAMC on matters involving finance and general institutional administration, e.g., faculty appointments, information systems, research administration, personnel, etc.
- ❑ GBA members may be appointed either by the Dean or his/her designee.
- ❑ Individuals may also petition the GBA steering committee for membership.
- ❑ Encourages membership for anyone who has significant administrative responsibilities involving medical schools.
- ❑ The size of an institution’s membership will not impact an institution’s AAMC dues.

There is both an opportunity and a need for the GBA to find ways to inform non-GBA members about the organization, and how it may serve their needs or interests.

“The Task Force believes that many individuals who might benefit from participation in the GBA are not familiar with the organization since it does not actively solicit membership. Furthermore, designation to the group is currently limited to appointment by the Dean.”

It was recommended that the leadership make a commitment to develop an “active” and expanded membership, and in addition to the dean the designated Principal Business Officer have authority to appoint appropriate staff at their school to GBA membership.

Professional Development Program:

The Task Force made seven recommendations regarding professional development programs:

- ❑ That the GBA discontinue sponsoring a program at the AAMC annual meeting.
- ❑ That the GBA continue to sponsor and, if possible, enhance the PBO meeting.
- ❑ The Spring Meeting has become and should continue in the Task Force's view, to serve as the centerpiece of the GBA's professional development activities. The Task Force recommends that the GBA and GIP sponsor a joint meeting in 1998.
- ❑ The Task Force advocates that future professional development programs, and in particular the Spring Program, should have as their focus general, broad-based administrative management skills, functions and issues.
- ❑ The Task Force recommends cutting the registration fees and closely related costs of meetings as much as possible.
- ❑ The Task Force calls upon all PBO's to actively encourage participation in GBA professional development program offerings by their institutions' administrative teams.
- ❑ The Task Force recommends that the GBA national organization should maintain an essentially neutral posture regarding regional or affinity group meetings, neither encouraging nor discouraging them.

In November 1992, as part of the AAMC national meeting in New Orleans, the GBA celebrated its twenty-fifth anniversary.

The planning committee included Bill Hilles, Tom Fitzgerald, Reggie Graves, Jack Krakower, Bernie McGinty, Bob Plaisance, Bob Price and Marvin Siegel.

The activities included a booth in the AAMC exhibition hall and a reception/dinner.

The booth had as a backdrop a picture of the 1972 GBA members who had provided material for a composite picture.

The booth included booklets published by the GBA over the 25 year period, memorably from various GBA activities, a video, which included thoughts from fifteen past national chairs, and many other interesting historic material.

There comes those rare occasions in life when you receive a letter that is so special that it makes all the sweat and toil seem trivial. Marv Siegel returned from the meeting in New Orleans and received such a letter from Tom Fitzgerald.



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November 20, 1992

Mr. Marvin H. Siegel
Assistant Vice President for Medical Administration
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Dear Marv,

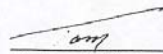
If anyone should ever say that you're not the greatest, they will have to deal with me. Although many contributed to the success of the GBA Silver Anniversary, your personal efforts have made the event unforgettable.

I wish I had taken a picture of you trudging across the hotel lobby at 7:00 A.M. that Sunday morning, bearing a camera case, a shoulder carry-on, a leather tube case with one very large rolled up photograph sticking out of the end, and a huge suitcase on wheels containing all the goodies of GBA memorabilia. How you got it all together, plus a video production, may be beyond the comprehension of others, but not to me.

Your spirit and determination is akin to that of the men and women who went West by wagon train to settle a nation. You were able to pull out of the ravages of 'Andrew' and get on with the show. With people like you it is no wonder that the University of Miami Medical Center, conceived and built in the last half of this century, is now world renowned and the gateway to South America. I am indeed fortunate to count you as a colleague and friend for these many years and for those to come.

My best wishes to you and the family for the holiday season and God bless and keep you all.

Sincerely,


Thomas A. Fitzgerald, LHD
Senior Director

TAF:jw

Many important matters were taken up by the GBA during the decade of the 1980's and 1990's. Some of these included:

External Relations Committee: As discussed in Chapter Nine, this committee organized many important meetings between members of the GBA and NIH.

Resource Analysis and Management Committee: This committee, which was created in the 1970's made important contributions in the 1980's and 1990's. This included a special project related to improving the LCME Annual Financial Questionnaire. A fringe benefit survey that was very successful and well received. A number of other surveys including; Administrative Costs survey, Clinical Department Administrator's salary survey, and a special project to encourage GBA members to write manuscripts that would be judged and the best awarded a special prize and considered for publication in the Journal of Medical Education.

GEMENAC Report: In February 1981 the GBA looked into the issue of a recent report that recommended an 18% reduction in medical school first year enrollment.

AAMC Task Force on Financing Medical Education: In 1994 this Task Force conducted a number of meetings. This was related to the AAMC's efforts to understand the impact of healthcare reform on medical education.

Issues that were addressed included:

- ❑ What new costs will medical schools incur in moving clinical training programs into community-based ambulatory care settings?
- ❑ Will health care reform create other expectations and mandates for medical schools that will increase costs?
- ❑ At what level did clinical revenues support academic programs in medical schools?
- ❑ What are the likely changes to clinical revenues as price competition proliferates and how can it best be monitored?
- ❑ What does it cost to educate a medical student and how is it best to determine these costs?

About The Authors

Marvin Siegel was born in Pittsburgh, Pennsylvania in October 1934.

He moved to Miami Beach, Florida in 1947, He continues to live in the South Florida area to this day.

In 1952 he enrolled as a freshman at the University of Miami in Coral Gables, Florida.

This is note worthy also, because in 1952 the University of Miami established the first accredited Medical School in the State of Florida.

In 1956 Siegel received his bachelors degree in business administration and enrolled in law school. Since he did not have the financial resources to attend class full time, he went to law school at night and worked for a CPA firm during the day.

He was awarded his Juris Doctor degree on 1962.

While he was still attending law school, he accepted a position as Assistant Controller at Jackson Memorial Hospital, in Miami. Jackson Memorial is the teaching hospital for the University of Miami School of Medicine.

In 1965 he accepted an appointment to become the first Business Manager at the University of Miami School of Medicine.

During the next twenty-three plus years he was to serve as the school's chief administrative, business and fiscal officer under five deans.

In 1968 the school established a medical practice plan and Siegel took on the additional responsibility as manager.

He has said that helping to establish the practice plan and seeing it grow and mature over its first two decades was one of the most enjoyable aspects of his professional career.

Shortly after he assumed his responsibilities as Business Manager, the school was visited by the Joint Accreditation team from the AMA and the AAMC.

“Gus” Carroll was the fiscal officer of the Joint Accreditation team. Marvin did not know of “Gus’s” illustrious background, but he was extremely impressed with this very gracious man and his depth of knowledge regarding medical center administration.

“Gus” told Siegel about the work he had done in New York and at the AAMC, and his interest in cost studies.

He also threw in some free advise, “Marvin” he said, “Get to know the secretaries to the departmental chairmen. These are the people who actually run the school.”

Siegel became actively involved in the GBA from its beginning. In 1972, as the first chairperson of the Professional development committee he helped to plan and participate in the first national meeting in Miami Beach.

In 1973 he served as National Chairperson. Over the years he has remained very active in GBA activities including speaking at many national meetings, participating in cost allocation studies, serving as a member of a number of committees including, Data Development, Medicare and several others.

Marvin has been married to the former, June Cohen, for close to forty-three years. They have a son, Scott, and two daughters, Lisa and Aimee, a wonderful son-in-law Elwood, and a beautiful daughter-in-law Sandi. And the light of their “golden” years – his five grand children, Rachel, Brandon, Hannah, Justin and Dylin.

QuickTime™ and a Photo - JPEG decompressor are needed to see this picture.

June and Marvin Siegel

William (Bill) Hilles was born in Columbus, OH, but grew up in Bethesda, MD. He is a graduate of Duke University, where he earned both a BA and MA. Following a post-graduate year at the University of North Carolina, he began his health administrative career at the National Institutes of Health in 1960 as a management intern, followed by management assignments with the National Institute of Allergy and Infectious Diseases and the Division of Research Grants.

Over the following 35 years, Bill sharpened his experience with business administration as applied to medical education. Beginning in 1964, at Rutgers, where a medical school was evolving, he served at four additional schools – New York Medical College & Flower-Fifth Avenue Hospital in NYC, Johns Hopkins, Georgetown and finally, the University of Arkansas in Little Rock, from which he retired in 1997. Interspersed with these institutional experiences, he was on the staff of the Association of American Medical Colleges from 1969 to 1979. During these years he administered a number of programs in the Division of Operational Studies, which included helping to establish the Group on Business Affairs (then BOS), serving as its Executive Secretary from the mid- to late 1970s.



Betty Lou and Bill Hilles

Bill returned with his wife, Betty Lou, to their Bethesda home in 1997. Then, in 2002 they moved to Amelia Island Plantation, twenty miles northeast of Jacksonville, FL. They both enjoy frequent returns to Little Rock for visits with their daughter Sharyn and family, which include grandson, Sam (now 11), and granddaughter, Emily (now 8), and to Charlottesville, VA, for visits with their son Scott and family, including

granddaughter, Lydia (now 9). Additionally, Bill and his wife manage to fill their time in these “golden years” beach walking and gardening. Bill also enjoys lap swimming, singing in the Plantation Chapel Choir, and pursuing his hobbies of genealogy and oil painting. [1]

[1] See Appendix One – “Founding Fathers” for fuller biography.