July 2019

GBA News and Business

Principal Business Officers' Meeting
September 26-27, 2019
Brown Palace Hotel
Denver, Colorado

To promote the professional development of staff, PBOs are encouraged to bring one senior staff member to attend the meeting with the PBO.

The program, as well as registration, travel, and hotel information, are available on the meeting website.

Early bird registration deadline: Thursday, August 22, 2019
Hotel reservation deadline: Wednesday, September 4, 2019

Register Today

Strengthening the Resilience of the Academic Medicine Community
September 5-6, 2019
AAMC Learning Center
Washington, D.C.

How do you prepare your organization to be resilient in the face of a crisis or an emergency? The AAMC Groups on Institutional Planning (GIP), Research Advancement and Development (GRAND) and Business Affairs (GBA) are convening this Symposium to engage leadership, faculty, professional and administrative staff, facility planners, and additional professionals who have responsibility or involvement in the academic medicine community for organizational resilience. This Symposium will focus on internal and external relationships and partnerships, with a goal of breaking down silos to work with unity of purpose. Join your colleagues for an interactive experience that will help you strengthen the resilience of the academic medicine community.

Register Today

Visit our website for complete program and registration information.

AAMC Affinity Group Reports to the Board of Directors, June 2019
This quarterly report provides a high level overview of all Group activities. This report contains additional highlights of group activities related to gender and sexual harassment, the topic of the 2019 AAMC Leadership Forum.
Register Now for Learn Serve Lead 2019: The AAMC Annual Meeting

Registration is now open for Learn Serve Lead 2019: The AAMC Annual Meeting in Phoenix, Arizona, on Nov. 8-12. I hope you and your colleagues will join us at this signature learning event for the academic medicine community. This year’s program includes a slate of exciting plenary sessions and speakers, including presidential historian Jon Meacham and Bryan Stevenson, JD, founder of the Equal Justice Initiative. The discounted registration rate ends Aug. 28.

AAMC News

AAMC and Vizient launch new clinical practice solutions center
The AAMC and Vizient announced the launch of Clinical Practice Solutions Center (CPSC), an analytics platform for insights that help drive efficiency for academic and community practice organizations. CPSC provides physician practices with actionable, comparative data and collaborative intelligence to build a patient focused, data-driven organization, and this unique tool promises to bring efficiency and value to physician practices and ultimately improve patient care. “CPSC is more than a database. It is a provider and practice analytics solution that gives practice plan administrators and clinical leaders the insights to monitor and improve patient access and performance at the specialty, subspecialty and provider level," the statement said. Read More

Joint statement on federal limits on fetal tissue research
The AAMC, along with the Association of American Universities and the Association of Public and Land-grant Universities, issued a statement in response to a Department of Health and Human Services announcement that it would no longer fund research conducted within the National Institutes of Health (NIH) involving the use of fetal tissue. “We are deeply concerned with the new restrictions on the use of fetal tissue. The limitations on intramural research at the NIH will obstruct research that is necessary for the development of new treatments for serious and incurable diseases that impact millions of patients,” the statement said. Read More

Educating about the value of academic medicine
The AAMC has launched a digital media effort to educate policymakers and the public about the value of academic medicine and the significant role that the nation’s medical schools and teaching hospitals play in improving health. The effort includes an article by Karen Fisher, JD, AAMC chief public policy officer, on how academic medical centers are educating tomorrow’s doctors, conducting cutting-edge research, and caring for the most
complex patients, a short video, and an interactive timeline of major medical breakthroughs. We hope you will take a moment to view and share this content (using #valueofacademicmedicine on social media) to tell the story of the value of academic medicine. Read More

Navigating tumultuous change in the medical profession
A new article published in Academic Medicine argues that collaboration among national medical organizations is critical. Co-authored by Darrell G. Kirch, MD, AAMC president and CEO, and other leaders of the Coalition for Physician Accountability — comprised of the organizations responsible for medical accreditation, assessment, licensure, and certification — the article explains how enhancing the patient experience and improving population health while lowering costs and improving the work life of clinicians and staff is becoming more challenging in the medical field. Read More

Working to end gender harassment in medicine
Academia has the second-highest rate of sexual harassment behind the military. Eliminating sexual and gender harassment in academic medicine will require a multipronged approach that includes: commitment by leaders to end gender inequities; effective policies that support reporting and investigations; and training to prevent harassment and intervene when appropriate. That was the primary message of the 2019 AAMC Leadership Forum, held June 18-19, which drew more than 100 of academic medicine’s top leaders to the AAMC headquarters in Washington, D.C. During two days of spirited and sometimes emotional discussion, speakers and participants outlined the challenges for women experiencing and reporting harassment, the institutional barriers in investigating and disciplining faculty accused of harassment, and the tremendously difficult task of changing the culture and climate in academic medicine that has allowed harassment to flourish for so long. Read More

Additional resource: RISE to a New Level of Professionalism at the Perelman School of Medicine

AAMC statement on House passage of spending package
The AAMC applauded the U.S. House of Representatives for its passage of a four-bill spending package that includes increased funding in fiscal year 2020 for the National Institutes of Health and other key programs. “The AAMC appreciates that members of Congress continue to recognize the value in preserving and enhancing our commitment to the full range of scientific inquiry,” said Darrell G. Kirch, MD, AAMC president and CEO. Read More

Learning Opportunities

Develop the leadership skills that are vital to your success
Applications are now open for the Organizational Leadership in Academic Medicine seminar in New Orleans, LA, September 19-22. This three-and-a-half-day seminar, developed specifically for associate deans and department chairs who are new to their roles, will help you strengthen your skills in critical areas including leadership presence, communication, conflict management, succession planning, finance, negotiation and more. Join us to network with your peers in academic medicine from across the country. Apply Now
Unconscious Bias Train the Trainer Workshop
This unique, evidence-based, 4-day course empowers you to educate groups in your organization around unconscious bias in healthcare. This professional development opportunity is aimed at leaders in academic medicine and other professionals in healthcare and biomedical research who are looking to integrate unconscious bias learning opportunities into their organizations. This program will provide hands-on experience that prepares you to deliver a workshop which explores how unconscious biases develop, how they influence perceptions and decision making, and how to mitigate these issues.

Learn more about location, dates and registration information.

Apply now for access to AAMC health equity data
The AAMC Research on Care Community: Health Equity (ROCCHe) has changed its focus and now has a new name, the Collaborative for Health Equity: Act, Research, Generate Evidence (CHARGE). The group brings together investigators, clinicians, and community partners to learn, share, and improve upon the design, conduct, and implementation of research that aims to eliminate inequities in health and health care. Additionally, participants of AAMC CHARGE are eligible to submit a research proposal for access to never-before publicly available data from the AAMC Consumer Survey of Health Care Access. The AAMC is seeking research proposals that pose cutting-edge research questions which can facilitate solutions to health and health care disparities. Three to five researchers/research teams will receive unrestricted access to the multi-year Consumer Survey data, which provides demographic and contextual health information for a nationally representative sample of over 2,000 respondents. An informational webinar will be offered on June 18 at 1:00pm Eastern to explain the application process. The deadline to submit proposals is July 24. Read More

2020 Cohort of the AAMC Healthcare Executive Diversity and Inclusion Certificate Program
The AAMC is pleased to announce that enrollment has opened for the AAMC Healthcare Executive Diversity and Inclusion Certification Program. The Healthcare Executive Diversity and Inclusion Certificate is an intensive academic program of diversity education specifically designed to develop the competencies leaders need to drive diversity as a core component of excellence in health care. The curriculum combines distance-learning and in-residence study with a focus on applied skills that will assist participants in successfully implementing a diversity project at their home institution. The application deadline is November 12, 2019. To learn more, please visit: aamc.org/diversitycertificate.

Access the brochure and application.
View videos of alumnae responding to frequently asked questions.

Publications & Resources

Faculty Salary Survey
Starting with the 2019 AAMC Faculty Salary Survey, which launches on August 1, the survey will collect three new voluntary fields: work RVUs, the source of your institution’s work RVUs, and clinical funds dollar amount. Your medical school’s Principal Business Officer has received more detailed instructions for these new fields. Please note that the clinical productivity data we collect during this survey year will not be included later within the standard FY 2019 AAMC Faculty Salary Report. Once the survey has closed, the AAMC will investigate the amount of productivity data submitted by responding
Institutions, and the quality of that data, to determine what (if any) aggregate productivity data may be feasible to report in the future. The AAMC is continuing to explore other possible updates to our benchmarking reports for future years, including other productivity measures and demographic data. Should you have any thoughts on the survey, please contact us at fss@aamc.org.

Improving the process for crediting data sharing

An article published in Nature, co-authored by AAMC experts, Heather Pierce, JD, AAMC senior director of science policy and regulatory counsel, Anurupa Dev, PhD, AAMC lead science policy specialist, and collaborators from the Multi-Regional Clinical Trials (MRCT) Center at Brigham and Women’s Hospital and Harvard Medical School, describes a proposed process to track when scientific data shared by researchers is reused by others. “Credit Data Generators for Data Reuse” contends that in an era of increasing mandates for data sharing, scientists and institutions should be able to determine when and how their data is reused. The proposed system was developed and validated through an initiative and workshop hosted by the AAMC. Learn how this new research could also provide objective metrics to academic promotion and tenure committees who are interested in recognizing and crediting data as a valuable research output in addition to authorship of publications. Read More

Where are all the women deans?

At academic medical institutions across the country, the number of women at the highest levels of leadership — chief medical officer, chief financial officer, department chair, and dean — remains low. According to AAMC data, women account for 16% of medical school deans, 18% of department chairs, and 25% of full professors. Those numbers are only slightly higher than a decade ago, when 12% of deans, 12% of department chairs, and 19% of full professors were women. Women now outnumber men in most medical school classrooms. But they still represent just a fraction of those in leadership positions. AAMCNews examines why, and what’s being done to change the equation. Read More

3 ways to move forward on salary equity

Step 1: Analyze your salaries.
After establishing commitment, the next step to tackling salary equity is to know where you stand. The AAMC’s report, Promising Practices for Understanding and Addressing Salary Equity at US Medical Schools, provides insight into national salary data and methods for conducting local studies. Use it as a starting point and get tips for starting your own salary study. Read the report

Step 2: Develop a strategy.
Establish a compensation philosophy that explains what you are doing and why, with set priorities and clearly outlined goals. Use these to shape institutional policies that promote equity. Figure out what you need financially to meet these goals, from evaluating your compensation plan to determining which budgets will be used for salary-equity adjustments. Use the toolkit to find examples of institutional philosophies.

Step 3: Talk with your community.
Bring together leadership from across the administration, departments, divisions, and committees to establish open communication between leadership and faculty. Provide plenty of opportunities for faculty to ask questions and engage in the process. Learn how other institutions are closing the gender pay gap in medicine.

Recommended Reading
Critical Gaps in Understanding the Clinician-Scientist Workforce: Results of an International Expert Meeting
The authors describe an international expert meeting to discover unidentified gaps in our understanding of challenges to the sustainability of the clinician-scientist workforce, and the critical questions and threefold agenda that the meeting participants identified. Margot M. Weggemans, MD, Farah Friesen, MI, Manon Kluijtmans, PhD, Berent Prakken, MD, PhD, Olle ten Cate, PhD, Nicole N. Woods, PhD, and Norman D. Rosenblum, MD, on behalf of the International Expert Group on the Clinician-Scientist Workforce
Read More

Shifting Academic Health Centers From a Culture of Community Service to Community Engagement and Integration
Wilkins, Consuelo H.; Alberti, Philip M.
Read More

Paging Dr. Spot
Canine companions have been spreading joy in hospitals for years. Now they’re unleashing even more healing power in physical therapy, psychotherapy, and occupational therapy. A new AAMCNews video shows how one institution is using therapy dogs to help both patients and physicians.
Read More

Addressing the Minority Tax: Perspectives From Two Diversity Leaders on Building Minority Faculty Success in Academic Medicine
This Invited Commentary explores disparities in academic medicine, known as the minority tax, through the careers of two men in senior positions, who are underrepresented minorities in medicine (URMMs), with the goal of sharing real-world experiences that other URMM faculty can use to their benefit. Kendall M. Campbell, MD, and José E. Rodriguez, MD
Read More

Code Yellow: Hurricane Harvey at the Hospital
The administrative director of medical education for Corpus Christi Medical Center shares about her and her team’s experiences and emotions during and after Hurricane Harvey. Courtney Gallion, MS
Read More

Making space for spirituality
Acknowledging students’ faith practices helps to let them know they’re valued and that their culture is valued. Making space for religious practices prevents psychological and emotional burnout, promotes greater cultural awareness, and allows institutions to recruit great talent. AAMCNews examines how some medical schools and teaching hospitals are accommodating, even embracing, learners’ spiritual practices by securing spaces to pray, honoring the Sabbath and offering healing ceremonies.
Read More
Does Strategic Planning Matter?
The author examines the history, use, and effectiveness of strategic planning in higher education, academic medicine, and nonprofit settings.
William T. Mallon, EdD
Read More

Late-Career Expectations: A Survey of Full-Time Faculty Members Who Are 55 or Older at 14 U.S. Medical Schools
U.S. medical schools employ a rapidly aging workforce, but, according to findings from a national survey, neither faculty members nor institutions are prepared for this changing landscape.
Kimberly A. Skarupski, PhD, MPH, Cheryl Welch, Valerie Dandar, MA, Elza Mylona, PhD, MBA, Archana Chatterjee, MD, PhD, and Meenakshi Singh, MD
Read More

Financial and Clinical Impact of Transfer Patients at Major Teaching Hospitals
Compared to non-transfer cases, transfer cases at major teaching hospitals were more complex and resulted in greater resource utilization, affecting the financial margins on which teaching hospitals rely to support their multipart mission.
Matthew C. Baker, MS, Christopher J. Koopman, MBA, James H. Landman, PhD, Charles R. Alsdurf, MAcc, Richard L. Gundling, CMA, Merle Haberman, MHA, Keith A. Horvath, MD, and Janis M. Orlowski, MD
Read More

Late-Career Faculty: A Survey of Faculty Affairs and Faculty Development Leaders of U.S. Medical Schools
Faculty affairs/faculty development leaders must work to meet the needs and interests of faculty nearing or in retirement (e.g., continuing in some pre-retirement roles); doing benefits the institution as well as the faculty members.
Kimberly A. Skarupski, PhD, MPH, Valerie Dandar, MA, Elza Mylona, PhD, MBA, Archana Chatterjee, MD, PhD, Cheryl Welch, and Meenakshi Singh, MD
Read More

Welcome New Members

(June 1-30, 2019)
Nicolas Carmona
University of Texas Southwestern Medical School

Jeremy Marshall
University of Texas at Austin Dell Medical School

Lacy Matsler
University of Texas Southwestern Medical School

Michael Nicholaou
University of Texas Southwestern Medical School