May 2019

The primary mission of the AAMC's Group on Institutional Planning (GIP) is to advance the discipline of planning in academic medicine by enhancing the skills and knowledge of professional planners; to promote the value of planning; and to connect people, resources, and ideas.

GIP News and Business

Welcome from the Chair

Greetings, GIP members!

I want to share some staff transitions at the AAMC that impact the GIP. After many productive years with the GIP, Heather Sacks and Katie Beale are transitioning to new roles at the AAMC. I'd like to thank Heather and Katie for all their hard work—as many of you know, they have been the GIP's backbone, a wealth of AAMC knowledge, and strong advocates for our group.

Moving forward, the GIP has three staff members leading the group's charge. Shawn Rosen-Holtzman is serving as the new GIP Director. Shawn comes from Miami, Florida, where she served as the Associate Manager for Columbia University Division of Cardiology at Mount Sinai Medical Center. Shawn is a graduate from the University of Miami where she obtained an MBA in Health Sector Management and Policy. Krystle McCloney will serve as the new Program Specialist for the GIP. Krystle is a Baylor University graduate and native Texan, who has been with the AAMC for a year, serving as the Administrative Specialist for several AAMC Affinity Groups. Prior to the AAMC, Krystle served as the Office Administrator for a health care nonprofit. Katrina Ablorh is an Administrative Support Specialist and has worked at the AAMC for almost two years. Katrina is a Cornell University graduate with a degree in Industrial and Labor Relations. I've had the pleasure of working with our new AAMC team for the past couple months—they are a smart, energetic bunch who are definitely keeping me on my toes!

Please feel free to reach out to the GIP team directly:

Shawn Rosen-Holtzman: srosenholtzman@aamc.org
Krystle McCloney: kmcloney@aamc.org
Katrina Ablorh: kablorh@aamc.org

As always, I look forward to connecting with GIP members. If you have questions or comments, please feel free to email me.

Thank you for all the hard work you do every day.

Sincerely,
Katy
Save the Date: Facilitation Webinar on Wednesday, June 26, 2:00-3:00 p.m. Eastern time
A great facilitator is invaluable to any organization's success. By developing a facilitative mind and skill set, you'll be better prepared to:

- Design productive and inspirational meetings.
- Collect group needs and facilitate gatherings to advance the work of groups.
- Construct and deliver innovative facilitated experiences.
- Express leadership presence to drive outcomes in both small and large group settings.

GIP members often play a facilitator role, both formally and informally, at our institutions. On June 26, the GIP will offer an interactive webinar to help sharpen members' skills and share best practices. This webinar will be led by Sarah Pevre, EdD, Associate Dean for Innovative Education, Institute for Innovative Education at the University of Rochester Medical Center.

AAMC News

How can the AAMC better serve you?
The AAMC understands the unique challenges faced by the academic medicine community, and we work hard to provide you—our members—with the information, expertise, and tools you need to succeed. We need you to tell us how we can serve you better. On April 24, you should have received a brief engagement survey from the AAMC. We hope you will take this opportunity to share your feedback and experiences with us. If you have any questions about the survey, or if you didn't receive the invitation email as expected, please contact John Appiah-Duffell at jduffell@aamc.org.

AAMC president and CEO featured on faculty development podcast
Darrell G. Kirch, AAMC president and CEO, was recently featured on Faculty Factory, a podcast created by Johns Hopkins University School of Medicine as the first weekly podcast specifically devoted to building community among faculty development professionals. The podcast is hosted by Kimberly A. Skarupski, PhD, MPH, associate dean for faculty development at Johns Hopkins. In the podcast, Dr. Kirch shares highlights from his career in medicine and his journey to becoming a leader in academic medicine. The free podcast is available wherever you listen to podcasts (search “faculty factory”) or on the website at https://facultyfactory.org/podcast/. Listen Now.

AAMC/Vizient report explores improving access to care
The AAMC and Vizient have published a new report, Learning and Leading in Access to Care: An Overview of Member Collaboratives from the AAMC and Vizient, that examines several national efforts focused on improving access to care in the clinical setting. The report is designed for leaders and staff in health systems and outpatient clinics, and it presents lessons learned from six initiatives led by the AAMC and Vizient to improve access to patient care. Read More.
Closing the gender pay gap in medicine
Even in 2019, women in academic medicine across the country are still receiving less pay than their male counterparts. AAMC faculty salary data demonstrated a difference in median compensation between men and women at every rank across a majority of specialties and departments—and the gaps seem to be bigger at higher levels of leadership. But there is good news—women are entering medical school in record numbers, and academic medicine is perfectly positioned to lead the way in salary equity. A growing number of leaders are committed to closing the salary gap, with some schools forming comprehensive review boards to explain compensation differences and others paying outside firms to conduct in-depth research studies. Many of these efforts are outlined in a new AAMC report, *Promising Practices for Understanding and Addressing Salary Equity at U.S. Medical Schools*, and a companion set of resources the AAMC is offering to help medical schools develop their own salary equity studies or augment existing salary equity efforts. Read More

Learning Opportunities

**GBA Emerging Issues Webinar: Succession Planning**
Monday, May 20, 2019, 2:30-3:30 p.m. Eastern time

This webinar, hosted by the GBA Emerging Issues Committee, will showcase two schools’ efforts around succession planning for staff and faculty. The presentations will highlight how they identified opportunities for succession planning, efforts developed around this, and outcomes.

**Speakers:**

**Kimara Ellefson**
Director, Talent and Faculty Affairs
Medical College of Wisconsin

**Bridgett LaFountain**
Director, Employee Relations
Yale School of Medicine

**Geraldine Sullivan**
AVP, Employee Relations and Staffing
Yale School of Medicine

**Cynthia Walker**
Deputy Dean, Finance and Administration
Yale School of Medicine

[Register Today!]

Publications & Resources

**Group on Business Affairs (GBA)—Human Resources Interest Group Toolkit**
The GBA—HR Interest Group has recently developed a valuable toolkit of HR-related templates—job descriptions, policies, draft letters for promotions and appointments, etc.
These documents have been consolidated into a standard format, anonymized, and put into a Word-accessible format on the website so anyone can click, edit (based on their own institution), and save the document. This toolkit is now available through the AAMC website and will continue to be enhanced as the interest group obtains more templates to share.

**Recommended Reading**

**New findings confirm predictions on physician shortage**

The United States will see a shortage of up to nearly 122,000 physicians by 2032, including in both primary and specialty care, as demand for physicians continues to grow faster than supply, according to new data published by the AAMC. "Even with new ways of delivering care, America's doctor shortage continues to remain real and significant," said AAMC president and CEO Darrell G. Kirch, MD. In a video interview with AAMCNews, Janis Orlowski, MD, AAMC chief health care officer, explains that the principal driver of the shortage is the growth in the U.S. population.

How does the physician shortage impact you? To help explain the projections, their potential impact, and the need for increased Medicare support for graduate medical education (GME) to address the shortage, the AAMC has created a suite of materials including a summary of key findings, a one-pager describing the connection between GME and the workforce, a document outlining myths and facts about the physician shortage, and an infographic. Read More

**Mapping the Mission Statements of U.S. LCME-Accredited Medical Schools: An Exploration of Organizational Communalities**


**Why We Needn't Fear the Machines: Opportunities for Medicine in a Machine Learning World**


**Welcome New Members**

**April 1 – 30, 2019**

Cheston Brauer—Rush University Medical Center

Matt Burdett—Case Western Reserve University School of Medicine

Kimberly Case-Nichols—University of Nevada, Las Vegas, School of Medicine

Julie Kelley—University of Mississippi School of Medicine

Jack Ko—Case Western Reserve University School of Medicine

Terri O'Brien—University of California, San Francisco, School of Medicine