



**Association of  
American Medical Colleges**  
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**Darrell G. Kirch, M.D.**  
President and Chief Executive Officer

November 5, 2014

Ron Klain  
Ebola Response Coordinator  
Executive Office of the President  
1600 Pennsylvania Avenue, NW  
Washington, DC 20500

Dear Mr. Klain:

As the Administration coordinates its response to the Ebola epidemic abroad and its implications domestically, the Association of American Medical Colleges (AAMC) offers its support for a robust, sustained federal investment in preparing hospitals to screen, refer, and care for Ebola patients in the United States. The AAMC is a not-for-profit association representing all 141 accredited U.S. medical schools; nearly 400 major teaching hospitals and health systems, including 51 Department of Veterans Affairs medical centers; and nearly 90 academic and scientific societies. Through these institutions and organizations, the AAMC represents 148,000 faculty members, 83,000 medical students, and 110,000 resident physicians.

AAMC-member institutions including the University of Nebraska Medical Center (UNMC), Emory University, and nearly all of the state-designated Ebola centers in New York, Texas, Maryland, Chicago, Cleveland, and elsewhere are already on the forefront of caring for Ebola patients in the United States and Africa. Others also are conducting vaccine trials and medical research targeting Ebola.

As academic medical centers that are guided by a tripartite mission of leadership in medical education, medical research, and patient care, AAMC-member medical schools and teaching hospitals offer unique services and expertise typically unavailable elsewhere in the region, and they provide leading-edge care informed by the latest advances in medical and clinical research. This experience in caring for the most complex patients serves as an asset in coordinating care for confirmed Ebola cases. For example, by staffing and maintaining costly biocontainment units, routinely training and drilling employees, and engaging in vaccine and related infectious disease research, Emory University and UNMC were prepared to step up immediately and play an essential role in the nation's response.

Likewise, several AAMC-member institutions are working with their state hospital associations and state governments to ramp up their capacity in case the nation must take additional and rapid action to care for more patients with Ebola. To that end, the

undersigned AAMC-member institutions would like to work with you, your designees, and state and local officials to ensure they are trained, equipped, and prepared to augment efforts of existing biocontainment units to treat Ebola patients. Well-established referral patterns exist in caring for the most complex patients at these institutions (burn, trauma, etc.), and building off this existing infrastructure can help strengthen the ability of the system to respond expeditiously to this novel situation.

Reaching this goal, however, will require a substantial federal and state commitment and a partnership that is sensitive to the unique operational challenges these institutions likely will encounter. This includes significant public relations challenges within the communities they serve. In addition to the unique costs associated with employee training, facility expansions/modifications, systems for safely transporting patients, and other requirements, these institutions also are likely to face lost clinical revenues because of fear within the community and the possible shift of resources away from other services. Similarly, the federal and state governments must help these centers secure adequate reimbursement from private and public payers for potentially costly and lengthy hospitalizations. These investments will require a steady, reliable, and long-term financial commitment to ensure continued support for readiness activities even as threats appear to diminish.

Ongoing readiness training alone costs hundreds of thousands of dollars annually, and one institution estimates just the direct costs of increased staffing can exceed \$25,000 per patient per day. Costs will be even higher for institutions that may not have the existing infrastructure for such efforts. Sample expenses to prepare for and respond to confirmed and anticipated Ebola cases include:

#### *Domestic Preparedness*

- Training health professionals, transportation teams, and others
  - Training to identify, isolate, and arrange transportation for infected patients
  - Training in proper use and donning/doffing of personal protective equipment
- Identifying, assessing, and readying treatment facilities to handle cases transported from community/other facilities
- Research to accelerate diagnostics, treatments, and vaccines

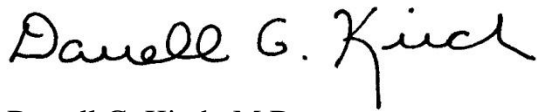
#### *On-the-Ground Response*

- Providing additional resources (e.g., personal protective equipment, hazmat suits, etc.)
- Covering the expense of transportation to designated treatment centers (including decontamination of transport vehicles as appropriate)
- Covering the expense of biohazard disposal
- Personnel costs, including potential housing for hospital staff
- Covering the expense (and possibly foregone revenue) of caring for an Ebola patient

Supplemental funding will be critical to enable institutions to gear up for a rapid Ebola response, without undermining their ability to address daily health care challenges, such as hospitalizations as a result of influenza, heart attacks, injuries from car accidents, and other ongoing health care needs. Ongoing support is necessary to strengthen preparedness not only to address the current epidemic, but also future emergencies as they arise.

These institutions are committed to providing the highest level of care to their communities on a daily basis. They stand ready to work with you, your team, and state and local officials to ensure the nation is prepared to safely deal with Ebola and future health care threats. We invite you to leverage their expertise in research, education, and clinical care, and hope to serve as a resource as you move forward with your efforts.

Sincerely,



Darrell G. Kirch, M.D.

**Signatories as of November 13, 2014:**

Emory University  
University of Nebraska Medical Center

**Alabama**  
UAB Hospital

**Arizona**  
University of Arizona College of Medicine-Phoenix

**Arkansas**  
University of Arkansas for Medical Sciences

**California**  
Cedars-Sinai Medical Center  
Keck Medicine of USC  
Loma Linda University Health  
Stanford Health Care  
Stanford University School of Medicine  
UC Medical Centers (UC Davis; UCSF; UCLA Health System; UC Irvine; and UC San Diego Health Sciences)

**Colorado**  
University of Colorado Health

**Connecticut**

Yale New Haven Health System  
Yale School of Medicine

**Delaware**

Christiana Care Health System

**District of Columbia**

George Washington University School of Medicine  
Howard University Health Sciences  
MedStar Washington Hospital Center

**Florida**

Charles E. Schmidt College of Medicine, Florida Atlantic University  
FIU Herbert Wertheim College of Medicine  
Mount Sinai Medical Center of Florida  
UF Health Jacksonville

**Georgia**

Georgia Regents Health System  
Memorial Health University Medical Center  
Mercer University School of Medicine

**Hawaii**

The John A. Burns School of Medicine, University of Hawaii

**Illinois**

Loyola University Health System  
Northwestern Memorial Hospital  
Rush University Medical Center  
Southern Illinois University School of Medicine  
University of Chicago Medical Center  
University of Illinois College of Medicine

**Iowa**

UnityPoint Health-Des Moines (Iowa Methodist Medical Center)  
University of Iowa Health Care

**Kansas**

University of Kansas School of Medicine

**Kentucky**

University of Louisville Health Science Center and School of Medicine

**Louisiana**

Tulane University School of Medicine

**Maryland**

Johns Hopkins Medicine  
University of Maryland School of Medicine

**Massachusetts**

Beth Israel Deaconess Medical Center  
Boston Children's Hospital  
Boston Medical Center  
Boston University School of Medicine  
Brigham and Women's Hospital  
Dana-Farber Cancer Institute  
Harvard Medical School  
Massachusetts General Hospital  
Partners HealthCare  
Tufts Medical Center and Floating Hospital for Children  
UMass Memorial Medical Center  
University of Massachusetts Medical School

**Michigan**

Detroit Medical Center  
Michigan State University College of Medicine  
Oakland University William Beaumont School of Medicine  
University of Michigan Health System  
Wayne State University School of Medicine

**Minnesota**

Mayo Clinic  
University of Minnesota Health

**Mississippi**

University of Mississippi Medical Center

**Missouri**

Saint Louis University School of Medicine  
University of Missouri Health System  
University of Missouri-Kansas City School of Medicine

**New Hampshire**

Dartmouth-Hitchcock Medical Center

**New Jersey**

Cooper Medical School of Rowan University  
Hackensack University Health Network  
New Jersey Medical School, Rutgers  
Rutgers Robert Wood Johnson Medical School

**New Mexico**

The University of New Mexico Health Sciences Center and School of Medicine

**New York**

Columbia University College of Physicians & Surgeons

Hofstra North Shore-LIJ School of Medicine

Icahn School of Medicine at Mount Sinai

Montefiore Health System-Albert Einstein College of Medicine

The Mount Sinai Health System

North Shore-LIJ Health System

State University of New York-Upstate Medical University

Stony Brook Medicine

Stony Brook University Hospital

University at Buffalo School of Medicine and Biomedical Sciences

University of Rochester Medical Center

**North Carolina**

The Brody School of Medicine at East Carolina University

Carolinas Medical Center

Duke University Hospital

Duke University School of Medicine

UNC Health Care

UNC School of Medicine

USCSOM Greenville (Greenville Health System)

Wake Forest Baptist Medical Center

**Ohio**

Boonshoft School of Medicine of Wright State University

Case Western Reserve University School of Medicine

Northeast Ohio Medical University

The Ohio State University Comprehensive Cancer Center-Arthur G. James Cancer  
Hospital and Richard J. Solove Research Institute

The Ohio State University Wexner Medical Center

OhioHealth

University Hospitals Case Medical Center

University of Cincinnati Medical Center

University of Toledo

**Oklahoma**

University of Oklahoma College of Medicine

**Pennsylvania**

The Children's Hospital of Philadelphia

The Commonwealth Medical College

Drexel University College of Medicine

Lehigh Valley Health Network

Penn Medicine (Perelman School of Medicine; University of Pennsylvania Health System; University of Pennsylvania)  
Penn State Hershey Medical Center and Health System  
Penn State College of Medicine  
Temple University Health System  
Temple University School of Medicine  
Thomas Jefferson University  
University of Pittsburgh School of Medicine

### **South Carolina**

The Medical University of South Carolina

### **South Dakota**

USD Sanford School of Medicine

### **Tennessee**

Erlanger Health System  
James H. Quillen College of Medicine, East Tennessee State University

### **Texas**

Baylor College of Medicine  
Children's Health Systems of Texas  
Parkland Health and Hospital System  
Texas A&M Health Science Center College of Medicine  
Texas Tech University Health Sciences Center  
University of Texas Medical Branch-Galveston  
University of Texas School of Medicine-San Antonio  
University of Texas Southwestern Medical Center

### **Virginia**

University of Virginia Medical Center  
University of Virginia School of Medicine  
Virginia Commonwealth University School of Medicine

### **Washington**

UW Medicine

### **West Virginia**

Cabell Huntington Hospital  
Marshall University Joan C. Edwards School of Medicine  
WVU School of Medicine/WVU Healthcare

### **Wisconsin**

Medical College of Wisconsin  
University of Wisconsin School of Medicine and Public Health  
UW Health (Madison)