A Window into the Future: GME Implications of the University of Arizona – Banner Health merger

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Background

• Increasing influence of the private sector through mergers and acquisitions

• Lack of awareness of this growing influence and potential implications to Academic Health Centers
Advancing the Academic Health System for the Future
A Report from the AAMC Advisory Panel on Health Care

Learn
Serve
Lead

Association of
American Medical Colleges
Selected Themes from AAMC Report

“The AMC of the future will be system-based, with a broad regional presence and clinical services aligned across the continuum of care.”

“Academic Health Systems must begin movement to population health now as purchasers look to reward organizations that can demonstrate improved outcomes for attributed populations of patients.”
Health Care is being transformed through:

- integrated delivery systems that manage the utilization of health services and who will usher in the transformation of this industry through the assumption of financial risk for the provision of clinical services.

- consumers exercising their right to choose and demand easy access and lower costs as they assume more financial responsibility.

- significant industry consolidation as health care systems look to leverage expertise and infrastructure.”

Peter Fine – President of Banner Health
let me HEAL
The Opportunity to Preserve Excellence in American Medicine
“This integral relationship between residency training and delivery of medical care – and the multifaceted way they influenced each other – is at the core of health care renewal in the United States. Ultimately, the fate of Graduate Medical Education depends on that of the health care delivery system.”

Ludmerer, “Let Me Heal,” p. 305
Optimizing GME

Three Focus Areas

- Investing in the Future Physician
- Optimizing the Learning Environment
- Preparing the Physician and Physician-Scientist Workforce for the 21st century
Banner Health – University of Arizona
Goal of Affiliation Agreement

“To combine the rigor of the University of Arizona Health Sciences’ research, education and training programs with the clinical delivery excellence and population health expertise of the state’s leading nonprofit health system, Banner Health.”

Joe G.N. “Skip” Garcia, MD
UA Senior Vice President for Health Sciences
Influence #1

Banner Health is an integrated state (regional)-wide healthcare system
Banner Health is an integrated state (regional)-wide healthcare system

- Expansion of the clinical learning environment
- Realizing true ‘system-based practice’
- Alignment of GME funding from CMS
Influence #2

Banner Health is “all in” with regard to Population Health
Banner Health is “all in” with regard to Population Health

- The Banner ACO
- Clinical Consensus Groups
- Telemedicine
- Developing new partnerships
Influence #3

Banner Health wants to “grow its own” workforce
Banner Health wants to “grow its own” workforce

- Workforce needs
- Recruitment
- Service vs. Education
- “The UA - Banner Physician”
What should the Clinician of 2025 know?

• Principles of collaborative medicine
• Integration of Technology and Data Science
• Principle and Application of EBM
• Understand the Health Care delivery system/marketplace
• Leadership Development
• Principles of Clinical epidemiology
• Science of Quality, Safety, Performance Improvement

Michael Hicks, MD - Executive Vice President of Clinical Affairs, University of North Texas Health Sciences Center
Queries

• How are the private sector initiatives affecting health care delivery in your community?

• Are you producing trainees who will be successful in this changing workplace?

• How should these changes drive a re-design of GME?
There must be a better way!

“Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as ...

It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it!”

- A.A. Milne