

AAMC Webinar:

Leveraging the Operations Management Tool for Business Decisions and Assessing Financial and Operations Health

February 23, 2022

Learn Serve Lead

Association of American Medical Colleges

Today's Panelists

Katy Brandenburg Manager, Medical School & Hospital Data

Diana Tung Senior Research & Data Analyst, Medical School & Hospital Data

Alex Geboy Research Director, Medical School Operations



Today's Agenda

- 1. We first will conduct a brief audience poll.
- 2. We will discuss how access to your medical school's Operations Management Survey (OMS) and Operations Management Tool (OMT).
- 3. We will review the content included within the OMS and OMT at a high level.
- 4. We will highlight some examples of custom reporting and research opportunities using the OMT data.



Survey Background

- The OMS is an Excel-based data collection that was first launched in its current format in FY 2017.
- Prior to the rollout of the OMS, much of the same data were collected in three separate surveys called the GBA Metrics Surveys.
- The OMS is made available to medical schools each January and is due in March. The resulting OMT is released for participating medical schools each July.
- Over the past five years, the average participation rate in the OMS is 63%. Because each question on the OMS is voluntary, the response rate for any given question may vary.



The Medical School Profile System

URL https://services.aamc.org/mspsreports





The Medical School Profile System



Operations Management Survey and Tool

Below is a link to a blank copy of the most recent Operations Management Survey for your medical school. Also below is a link to a PDF document that contains a unique password to your medical school's survey.

In addition, if your medical school participated in the Operations Management Survey, below is a link to your medical school's customized Operations Management Tool. If your medical school did not participate in the Operations Management Survey, below is a link to a sample version of the Operations Management Tool.

School:

(View other affiliated school's Reports)

Operations Management Survey and Operations Management Tool

 FY 2021 Operations Management Survey (OMS): The OMS is an Excel workbook that must be downloaded, completed, and submitted via email to OMT@aamc.org. The OMS workbook is password-protected and cannot be opened without a password. You will need to open the OMS Password PDF document on this page to obtain the password. When downloading the OMS Excel workbook, choose Save rather than Open. (XLSX - 348KB, 01/26/2022)

- FY 2021 OMS Password: This is a PDF document that contains a unique password for your medical school's FY 2021 OMS. (PDF - 86KB, 01/13/2022)
- FY 2020 Sample Operations Management Tool: FY 2020 Sample Operations Management Tool (XLSM - 687KB, 07/23/2021)

Questions about the Operations Management Survey and Tool should be directed to omt@aamc.org.

This area contains documents in Portable Document Format (PDF). The Adobe Acrobat® Reader® is required to view PDF documents. Download Acrobat® Reader®.



The Medical School Profile System

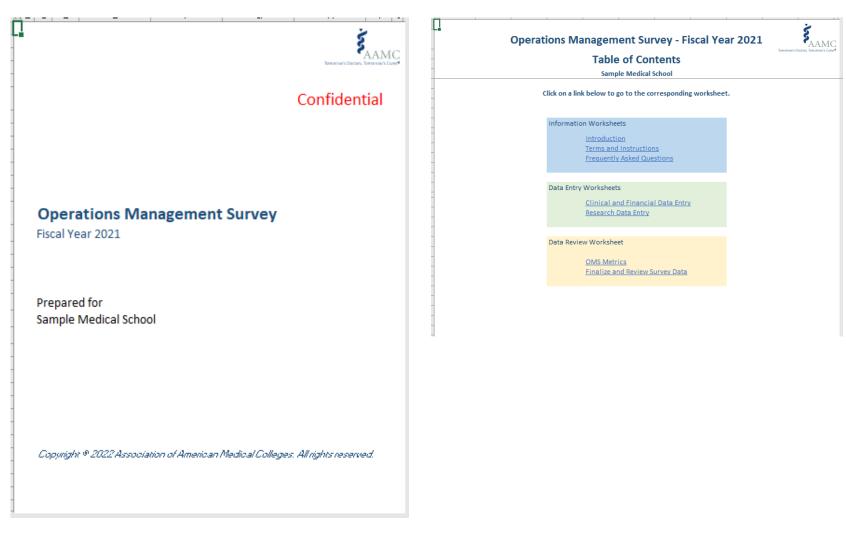
To request access to the METRICS tab for yourself or your colleagues:

- 1. Email omt@aamc.org.
- 2. Include individual contact information.
- 3. Copy your medical school's PBO.



The FY 2021 Operations Management Survey is in the field now and is due on Friday, March 11.





Operations Management Survey - Fiscal Year 2021



Clinical and Financial Data Entry

Sample Medical School

General Instructions ①

Table of Contents

Clinical and Financial information are collected on this data entry sheet.

Enter values in the shaded cells. If you do not have exact data to respond to a question, provide an estimate. If a question is not applicable, leave the question blank. Use "0" to indicate an actual zero value.

When pasting data from other workbooks, be sure to paste as values to prevent corrupting the data entry worksheet.

For additional details about a question, click the information icon ① that links to the appropriate Instructions section.

Clinical ①

Note: All information reported in this Clinical section should be reported on a <u>cash basis</u>. If your medical school has multiple practice plans, be sure to consolidate data from all practice plans.

If your medical school has no practice plan, leave this Clinical section blank.

Faculty Practice Plan Financial Information ①

- (C) 1 Cash on hand on the books of the practice plan or in practice plan accounts at fiscal year
- (C) 2 Marketable securities controlled by the practice plan at fiscal year end
- (C) 3 Other investments controlled by the practice plan at fiscal year end
- (C) 4 Ending accounts receivable balance at fiscal year end
- (C) 5 Ending accounts receivable balance over 90 days old at fiscal year end

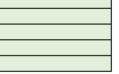
Financial ①

Note: All information reported in this Financial section should be reported on a cash basis only if the medical school does not have accrual-based financial statements that conform to GAAP for both the medical school and the practice plan(s). If your medical school has multiple practice plans, be sure to consolidate data from all practice plans.

Financial Information Including Practice Plan(s) ①

(C) 6 Cash on hand at fiscal year end

Fiscal Year 2021



Fiscal Year 2021



Operations Management Survey - Fiscal Year 2021



Research Data Entry

Sample Medical School

General Instructions ①

Table of Contents

Research information is collected on this data entry sheet. Note that questions 1, 6, 18-26, 34 and 36 reference your medical school's

Enter values in the shaded cells. If you do not have exact data to respond to a question, provide an estimate. If a question is not applicable, leave the question blank. <u>Use "0" to indicate an actual zero value.</u>

When pasting data from other workbooks, be sure to paste as values to prevent corrupting the data entry worksheet.

For additional details about a question, click the information icon () that links to the appropriate Instructions section.

Research ①

Note: All financial information reported in this Research section should be reported on a <u>cash basis</u> in order to be consistent with the information reported on the AFQ. If your school has multiple practice plans, be sure to consolidate data from all

Sponsored Programs Expenditures - Direct Costs ①

(U) 1 Number of principal investigators associated with total grants and contracts direct expenditures reported on L40, Column K of your medical school's FY 2021 AFQ associated with activities that took place in the non-class research laboratory space reported in question 33.



For questions 2 through 5, report sponsored program direct costs reported on L40, Column K of your medical school's AFQ associated with the

- (U) 2 NIH awards
- (U) 3 Federal government sponsors other than
- (U) 4 Industrial/corporate sponsors
- (U) 5 Other non-government sponsors (e.g., not state or local government), and not reported in questions 2, 3, or 4

Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021



Table of Contents

Operations Management Survey - Fiscal Year 2021



Selected OMS Calculated Metrics

Sample Medical School

About the OMS Metrics Worksheet

This worksheet shows selected OMS metrics that are based upon data you entered elsewhere in this workbook. The metrics provided here are for review purposes only. These metric values cannot be modified in this worksheet. To modify these metric values, update their respective entries in the data entry worksheets of this workbook. Unless noted otherwise, all metrics represent FY 2021 data. These metrics are a subset of all the metrics that you will receive in the Operations Management Tool (OMT). The OMT also includes metrics based upon data outside the OMS, such as the LCME Part I-A Annual Financial Questionnaire (AFQ).



Grey cells are automatically populated (i.e. is calculated using data from related cells).

Blue cells are automatically populated (i.e. is calculated using data from related cells) and may be displayed in the FY 2021 Operations Management Tool (OMT).

Clinical

Days Cash on Hand in the Practice Plan Cash on Hand + Market Securities + Investments

Days in Practice Plan Accounts Receivable (AR) Ending AR balance

Practice Plan Accounts Receivable (AR) over 90 days Ending AR balance over 90 days old Ending AR balance % AR over 90 days

Financial

Days Cash on Hand

Cash and Cash Equivalents: cash on hand + short-term investments at end of FY + other liquid investments (Operating Expenses less depreciation)/365





Table of Contents

Operations Management Survey - Fiscal Year 2021



Finalize and Review Survey Data

Sample Medical School

Contact Inforrmation

Please provide the contact information of a person who could be contacted if questions about survey responses arise.

Primary Preparer Name (*Enter only one*) Primary Preparer Telephone Number (*Enter only one*) Primary Preparer Email (*Enter only one*)

	:
	:

Data Entry Review

Prior to finalizing and submitting the FY 2021 survey, please review any Data Entry Flags listed below. You can return the to a respective Data Entry question by clicking on an individual flag. Please refer to the Terms ans Instructions or Frequently Asked Questions sheet for further details.

Clinical and Financial Data Entry Flags Financial Information Including Practice Plan(s) No data entry flags to review

Research Data Entry Flags Distribution of Strategic Support No data entry flags to review.

Faculty Headcount and Salaries No data entry flags to review.



Data Checking Process

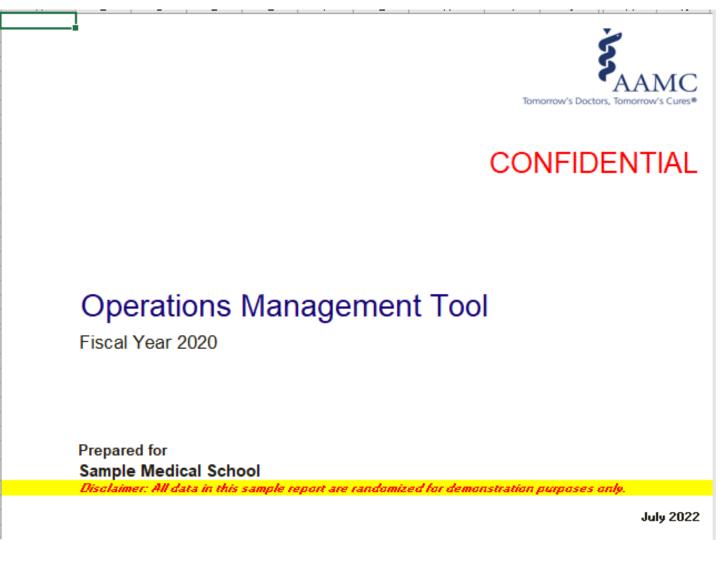
- 1. In addition to the OMS-based data flagging functionality, data checking is done when OMS data are processed after submission.
- 2. Emails are sent to medical school PBOs to verify data flagged in the data checking process.
- 3. Restated OMS submissions to update data.
- 4. All updated data are processed.
- 5. Feedback provided is saved and documented.



The FY 2021 Operations Management Tool will be posted in the Medical School Profile System by Monday, July 25.



15 © AAMC. May not be reproduced without permission.



Ś
AAMO
go to the workshee
Executive Summar
Metric
Dashboar
Cohort Too
:
4



Selected Medical School Values Benchmarked Against All Private Schools

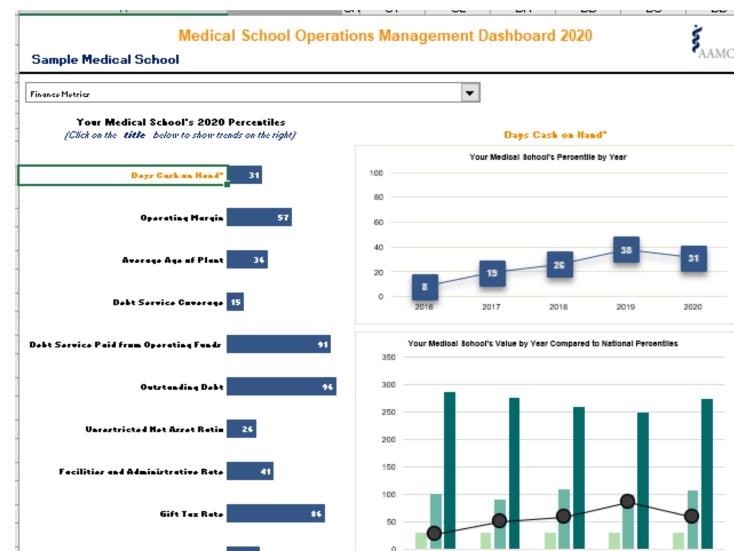
Sample Medical School (School ID: 347)

			Medical		Difference	Difference as a % of	Standard	Medical School
Metric	Metric Purpose	Metric Formula	School Value	Mean	from Mean	Mean	Deviation	Percentile
Table 1: Finance Meti	rics							
Days Cash on Hand (includes practice plan)*	Measures adequacy of cash reserves and liquidity; higher number is favorable.	(Cash on Hand + Cash Equivalents) / (Operating Expense less Depreciation Expense / 365)	57.50	118.06	-60.56	-51.3%	109.26	47.8%
Operating Margin (includes practice plan)	Measures operating performance, efficiency, and ability to generate margin for unrestricted investment; higher number is favorable.	(Operating Revenue) / (Operating Expense)	98.07%	93.13%	4.94%	5.3%	20.30%	54.8%
Average Age of Plant	Measures need for reinvestment in physical plant and infrastructure; lower number is favorable.	Accumulated Depreciation / Annual Depreciation Expense	10.26	12.02	-1.76	-14.6%	5.43	38.1%
Debt Service Coverage (includes practice plan)	Measures ability to absorb the carrying cost of debt; higher number is favorable.		-1.04	6.46	-7.50	-116.1%	18.92	11.5%



 $18 \odot$ AAMC. May not be reproduced without permission.

Fiscal Year 2020



-	Operations M	anagement Cohort To	ol Š _{AAMC}						
Sample Medical School (Sc	ple Medical School (School ID: 347)								
	drop-down box to view statistics ther drop-down boxes to create	s for all medical schools that rep a cohort of medical schools.	ported data for a given metric.						
Survey Metric:	Days Cash on Hand"		•						
Ownership Type	(select)	Research Intensity	(select)						
Community Based	(select)	 Faculty Headcount 	(select)						
Region	(select)	 Matriculants 	(select)						
Total Revenue	(select)	 Financial Statements 	(select)						
Total Endowments	(select)	•							
			Clear All Filters						
	SUMMARY STAT	TISTICS FOR SELECTED MET	RIC						
	Metric	Days Cash on Hand*							
	Expressed as	Number							
-	Number of Schools	66							
	Mean	130.2							
	Median	106.86							



•

TABLE, FI

1

Finance Metrics Sample Medical School

Benchmarked against Private Schools

Privato Schools

ercentile	Days Cash on Hand"	Operating Margin	Average Age of Plant	Debt Service Coverage	Debt Service Paid from Operating	Outstanding Debt	Unrestricted Net Asset Ratio	Facilities and Administrati ve Rate	Gift Tax Rate	Industry Sponsored Clinical Trials
						\$611,223,971				
90	280.56	115.93%	19.77	9.50	\$48,153,272	\$536,377,820	86.08%	0.47	0.19	0.42
80	209.87	109.71%	17.20	7.76	\$23,239,784	\$342,676,242	62.12%	0.41	0.15	0.40
70	148.98	104.63%	13.32	3.70	\$19,710,946	\$211,874,246	57.05%	0.39	0.14	0.35
60	85.63	33.14%	12.59	2.89	\$8,993,469	\$105,034,292	45.82%	0.35	0.13	0.33
		38.07%								
50	67.28	36.26%	11.26	1.97	\$3,301,727	\$58,120,144	44.09%	0.31	0.11	0.30
	57.50									
40	56.82	84.82%	10.31	1.55	\$1,244,548	\$25,746,326	35.93%	0.28	0.10	0.26
			10.26							0.24
30	39.30	79.88%	9.44	0.47	\$247,099	\$0	28.61%	0.25	0.07	0.23
							20.73%	0.24		
20	35.49	73.10%	6.98	(0.37)	\$0	\$0	18.66%	0.21	0.00	0.22
				(1.04)						
10	20.88	66.65%	5.63	(1.26)	\$0	\$0	11.14%	0.13	0.00	0.16
Mean	118.06	93.13%	12.02	6.46	\$15,563,936	\$195,211,614	44.13%	0.33	0.10	0.29
Valid N	24	32	22	27	36	36	23	34	20	23



AAMC

		5	ols						₹ _{AAMC}						
														Finance	Metrics
	Ownership	Community				Research	Faculty			Days Cash on		Average Age of	Debt Service	Debt Service Paid from	Outstanding
School ID	Туре	Based	Region	V	Endowments	Intensity	Heads	Matriculants	Statements	Hand*	Margin			Operating Funds	Debt
118	Private	No	Northeast	\$500m to <\$1b	Less than \$50m	Rank 41-60	1000 to 1499	151 to 200	No Separate Financi	37.19	1.2605	17.29	-0.5	4495324	
	Private	No	Central	Less than \$250m				<=100	AuditedGASB	18.07	0.8434	6.77		2981820	6819317
148	Private	No	Northeast	Less than \$250m	Less than \$50m	Rank 41-60	<500	>200	No Separate Financi	al Statements	0.6244	10.43	4.5	0	
	Private	Yes	Southern	Less than \$250m	Less than \$50m			101 to 150	No Separate Financi		0.664			0	
155	Private	No	Northeast	\$1b or Greater	\$50m to <\$200m	Rank 1-20	>=1500	101 to 150	No Separate Financi	56.88	1.0113	10.39	8.19	8993469	34782799
203	Private	No	Southern	\$1b or Greater	\$50m to <\$200m	Rank 1-20	1000 to 1499	101 to 150	No Separate Financi	223.83	1.0331	12.6	3.04	32501031	34267624
	Private	No	Central	Less than \$250m	Less than \$50m	Rank above 6	<500	151 to 200	No Separate Financi	al Statements	1.3465		63.77	291494	
251	Private	No	Southern	\$1b or Greater	Less than \$50m	Rank 1-20	>=1500	<=100	No Separate Financi	32.94	1.052	6.02	-4.92	1826889	1418681
271	Private	No	Northeast	\$1b or Greater	Less than \$50m	Rank 1-20	>=1500	101 to 150	AuditedFASB	56.8	0.5975	9.27	-1.6	58408215	75018191
326	Private	No	Central	\$250m to <\$500m	Less than \$50m	Rank above 6	500 to 999	151 to 200	No Separate Financi	359.4	0.993		8.82	202704	
333	Private	Yes	Southern	Less than \$250m	Less than \$50m	Rank 41-60	<500	<=100	AuditedFASB	52.12	0.729	9.83	-0.65	1161880	2574692
338	Private	No	Northeast	\$1b or Greater	\$50m to <\$200m	Rank 1-20	>=1500	151 to 200	Not AuditedGAAP	200.56	1.1296	23.53	2.66	37559146	20790647
347	Private	No	Northeast	\$1b or Greater	\$50m to <\$200m	Rank 1-20	>=1500	101 to 150	Not AuditedGAAP	57.5	0.9807	10.26	-1.04	23239784	61122397
349	Private	No	Western	\$1b or Greater	Less than \$50m	Rank 21-40	>=1500	151 to 200	No Separate Financi	al Statements	0.8555		75	0	
366	Private	No	Northeast	\$250m to <\$500m	Less than \$50m	Rank 41-60	1000 to 1499	>200	No Separate Financi	al Statements	0.6391		0.15	2919760	
	Private	No	Western	Less than \$250m				<=100	AuditedFASB	18.13	0.7296	3.13		0	
468	Private	No	Northeast	\$1b or Greater	Less than \$50m	Rank 1-20	>=1500	101 to 150	No Separate Financi	al Statements				72528082	105034292
535	Private	No	Central	\$500m to <\$1b	Less than \$50m	Rank 1-20	>=1500	>200	No Separate Financi	al Statements			0.69	13102536	124938656



Frequently Asked Questions

- The Frequently Asked Questions tab in the OMS highlights a number questions that came directly from medical school participants.
- The most frequently asked question each year is about whether a deadline extension is possible—yes! This year, you can request an extended deadline through Friday, May 13.
- If you wish to request an extension, please send us an email at <u>omt@aamc.org</u>.



Custom Benchmarking Reports and AAMC Research Efforts



24 © AAMC. May not be reproduced without permission.

Custom Benchmarking

The AAMC can facilitate the creation of custom benchmarking data

						Т	otal Federal											
							earch Grants	0	ther Grants	Go	vernment and		Gifts and				Other	Total
Percentile	Total Rev	<i>l</i> enue	OP MAR		Hospitals*		nd Contracts	_	nd Contracts		rent Support*	Fr		Tuit	ion and Fees		Revenues	Endowment*
			17.1															
90	\$ 371,45	58.500	11.5	Ś	126,206,767	Ś	25,583,764	\$	31,555,209	Ś	70,667,180	Ś	6,335,306	Ś	26,732,661	Ś	11,271,789	\$ 87,914,32
	,,	,		\$	109,530,761	Ľ		Ś	30,779,807	Ľ			-,,		,,	*		,
80	\$ 282,73	34,484	9.4	\$	90,317,551	\$	19,571,938	\$	14,491,000	\$	45,077,658	\$	5,544,277	\$	23,709,173	\$	9,508,667	\$ 67,655,61
												\$	4,740,013					
70	\$ 236,70	69,669	4.7	\$	67,250,893	\$	13,698,099	\$	10,685,356	\$	42,392,567	\$	4,625,133	\$	22,604,522	\$	5,370,051	\$ 58,379,13
																		\$ 54,983,65
60	\$ 194,09	90,180	2.5	\$	49,127,831	\$	11,857,243	\$	8,825,679	\$	32,208,226	\$	3,842,353	\$	21,715,214	\$	4,551,171	\$ 49,544,94
50	\$ 155,72	21,674	1.5	\$	39,645,876	Ş	9,627,242	Ş	7,073,990	Ş	30,153,362	Ş	2,445,320	Ş	17,606,925	Ş	2,531,806	\$ 45,018,68
40	ć 100 F	17 440	1.0	~	21.738.031	~	7.560.040	~	5 204 007	Ş	28,763,990	ļ	2 040 002	~	10 505 100	~	1 607 077	ć 20.012.01
40	\$ 129,5	17,448	1.0	\$	21,738,031	Ş	7,568,040	Ş	5,294,897	Ş	23,945,926	Ş	2,040,893	Ş	13,595,100	Ş	1,687,277	\$ 30,813,81
30	\$ 93,50	68,550	0.2	Ś	14,523,191	Ś	5,288,200	Ś	4,083,454	Ś	17,693,394	Ś	1,544,425	Ś	11,226,426	Ś	1,025,926	\$ 21,712,41
50	Ç 55,50	00,000	0.2	Ý	14,020,191	Ś	5,259,603) ×	4,000,404	Ŷ	17,055,554	Ŷ	1,044,420	Ŷ	11,220,420	Ŷ	1,025,520	<i>y 21,712,41</i>
20	\$ 63,50	62,551	-0.4	\$	12,426,120	\$	2,688,673	\$	1,978,008	\$	7,104,421	\$	1,134,805	\$	10,567,735	\$	634,137	\$ 12,938,85
				÷.				1		1				1		\$	590,749	
10	\$ 55,93	35,220	-1.6	\$	5,280,976	\$	978,947	\$	1,135,778	\$	5,195,412	\$	649,984	\$	7,482,641	\$	428,535	\$ 5,518,81
														\$	6,432,783			
/lean	\$ 310,30	04,922	3.7	\$	54,220,338	\$	11,915,740	\$	12,202,445	\$	33,833,064	\$	3,771,830	\$	18,088,881	\$	6,560,104	\$ 44,595,80
/alid N		31	31		29		28		31		30		29		31		30	
			0.5										74				10	
SOM Percentile		8	96		86		28		90		48		71		3		19	(

All College Assessed to 1 C the presidence and disclose here in the

Percentile

*Percentile distribution and mean excludes schools historically not reporting this revenue source.



Т

Custom Benchmarking

730.5	Schools	Public	<u> </u>
\$	1,416,206,938	\$	1,089,239,417
\$	1,029,144,308	\$	806,681,680
\$	647,496,265	\$	580,146,654
\$	461,376,547	\$	445,988,806
\$	402,449,950	\$	402,449,950
\$	401,507,222	\$	367,957,814
\$	302,144,011	\$	295,410,264
\$	219,390,335	\$	214,177,086
\$	138,930,342	\$	138,930,342
\$	90,702,453	\$	97,791,636
\$	581,443,111	\$	497,918,854
	\$ \$ \$ \$ \$ \$ \$	 \$ 1,029,144,308 \$ 647,496,265 \$ 461,376,547 \$ 402,449,950 \$ 401,507,222 \$ 302,144,011 \$ 219,390,335 \$ 138,930,342 \$ 90,702,453 \$ 581,443,111 	 \$ 1,029,144,308 \$ 647,496,265 \$ 461,376,547 \$ 402,449,950 \$ 401,507,222 \$ 302,144,011 \$ 219,390,335 \$ 138,930,342 \$ 90,702,453

SOM Percentile

52

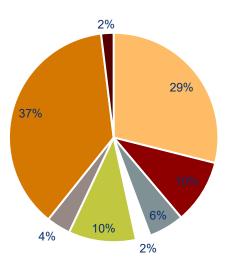
51



 $26 \odot$ AAMC. May not be reproduced without permission.

Custom Cohort Comparisons

The AAMC can create a custom cohort comparison for a particular FY



Your School – FY2020

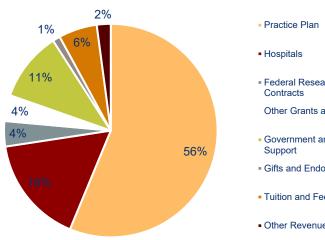
Practice Plan

Hospital

Federal Research Grants and Contracts

Other Research Grants and Contracts*

- Government and Parent Support
- Gifts and Endowment
- Tuition and Fees
- Miscellaneous Source



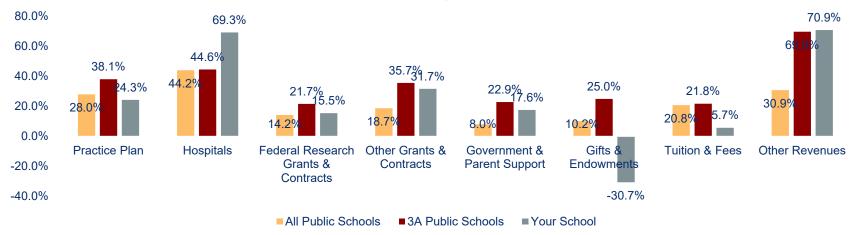
Your Custom Cohort – FY2020





Custom Cohort Comparisons

The AAMC can create a custom cohort comparison across years.



Revenue % Change, 2014 - 2019

Practice Plan Net Income Margin, 2014 - 2019 (%) Net Income Margin (%) 4.0% 3.0% 2.0% 2.1% 1.6% 1.3% 0.8% 9.3% 0.4% 0.5% 0.0% 0.2% 4% 1.4% -2.0% -4.0% 4.3% -6.0% -7.5% -8.0% 2014 2015 2016 2017 2018 2019 **Fiscal Year** All Public Schools 3A Public Schools Your School

28 © AAMC. May not be reproduced without permission.

Ad-hoc Data Requests

The AAMC can also facilitate ad hoc requests to show OMS data not featured in the OMT

	Ratio of all FT Faculty to Admin Staff supporting the MD Program	Ratio of all FT Faculty to Admin Staff supporting Research
Total	9.8	11.3
Public (n-40)	14.3	10.6
Private (n-29)	7.3	12.3

Number of full-time faculty members from the AAMC Faculty Roster per administrative staff members for those functions from the FY 2020 OMS.



 $29 \ \mbox{\sc order}$ AAMC. May not be reproduced without permission.

Data Snapshots

ААМС

AAMC Data Snapshot

****Unpublished

Sponsored Program Direct Cost Expenditures by Source: A 10-Year Review of Research Funding Trends at Fully Accredited LLC. Medical Schools

The research section of the Operatic on the LCME AFQ associated with NI and corporate sponsors, other nonsocieties), and state-sponsored awai research expenditures by source car alignment and general funds-flow qu





Data Snapshots:

- Highlight key findings from AAMC data collections and reports
- Raise awareness of available AAMC data for operational decision-making
- Encourage broad participation in AAMC data collections

Examples:

- Research Lab Expenditures by total, wet, and dry lab space
- Space productivity benchmarks (coming soon)
- Sponsored program direct cost expenditures by source (coming soon)



New OMS Trends Report

- Public report to assist all schools in better leveraging AAMC data in decision-making
- Five-year trend data on key metrics including:
 - Revenue diversification
 - Research space productivity
 - Staffing ratios
 - Expected effort/support for research faculty
 - Research start up costs and bridge funding
 - Practice plan financial health



Questions?

Contact <u>omt@aamc.org</u> if you need help with:

- 1. Accessing the OMS/OMT,
- 2. Completing or updating the OMS,
- 3. Submitting a completed or restated OMS,
- 4. Requesting an extension to complete the FY 2021 OMS,
- 5. Addressing any other OMS/OMT-related inquiries,
- 6. Requesting benchmarking or custom reports.



Thank you!

Time for questions!

OMS deadline is March 11th, and you can request an extension via <u>omt@aamc.org</u> until May 13th.





Learn		
Serve		
Lead		

Association of American Medical Colleges