

May 2023

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:

If I could describe the GBA/GIP Spring meeting in one word, it would be WOW!! As the new chair of the GIP Steering Committee, I am delighted to say hello to all of you. It was great seeing so many of you at our spring meeting in April in beautiful San Juan, Puerto Rico, and meeting some of you for the very first time!

First and foremost, I want to take this opportunity to thank Niki Smith, MMHC, for her leadership as chair for the past year. We are fortunate to have Niki on the steering committee for another year as immediate past-chair and I will continue to look to her for guidance. Also, please join me in thanking Brian Smith, for his constant leadership over the past three years. Lastly, I am thrilled to welcome, Dr. Basma Selim, chair-elect, to the GIP leadership team.

As always, we want to hear from you. What are your ideas for the GIP this year? Are you on a [subcommittee](#)? If not, you can still join. To learn more, please email gip@aamc.org. In addition, check out the [GIP website](#) for updates. This is a great way to get involved and have your voice heard nationally. You can also feel free to reach out to me directly by email below.

Basma, Niki, and I plan for 2023-24 to be another exciting & productive year for the GIP. Please read on for additional GIP announcements & spring meeting highlights!

Sincerely,

Pamela

Pamela Edwards

National Chair, Group on Institutional Planning, AAMC
Executive Director- Facilities and Logistical Services
New Jersey Medical School
Rutgers, The State University of New Jersey
pamela.edwards@rutgers.edu

We are excited to welcome the GIP's 2023-2024 Steering Committee:

National Chair & Chair-Elect



Pamela Edwards
Executive Director – Facilities and
Logistical Services
New Jersey Medical School
Rutgers, The State University
of New Jersey



Basma Selim, PhD
Assistant Dean, Planning &
Knowledge Management
University of Central Florida
College of Medicine

Incoming Steering Committee Members



Rock Morille, PE, MBA
Vice President of Facilities
Baylor College of Medicine



Erin Shirey, MPA
Senior Planning Analyst
Oakland University
William Beaumont School of Medicine



Thomas Svolos, MD
Associate Dean for Strategy and Accreditation
Creighton University School of Medicine

Remaining on the Steering Committee



Niraj Dangoria
Associate Dean, Office of
Facilities Planning & Management
Stanford Medicine



Sri Sankarapu, M.Arch, NCIDQ, LEED AP
Director of Space Planning
Keck School of Medicine of the
University of Southern California



Janice Renfro, MBA
Strategic Planning Manager
BJC Healthcare



Niki Smith, MMHC
Associate Vice President
Space Management
Vanderbilt University Medical Center

Thank You to Our Outgoing Committee Members



Carolyn Brayko, PhD
Former Director,
Institutional Effectiveness
University of Nevada, Reno
School of Medicine (UNR Med)



Brian Smith, JD, MBA
Chief Ethics and Compliance Officer
& Senior Associate
Vice Chancellor – Research
University of California, San Francisco



David Hefner, EdD
Vice President, Strategy &
Institutional Effectiveness
Morehouse School of Medicine



Ryan King
MD/MPH Candidate, Class of 2023
East Tennessee State University
Quillen College of Medicine
**Organization of Student Representatives
(OSR) Liaison**



Toni Ganzel, MD, MBA, FACS
Dean, School of Medicine
University of Louisville
Council of Deans (COD) Liaison

GBA / GIP 2023 Joint Spring Meeting

It was great to see so many of you at our spring meeting in San Juan. We had a fantastic two days of sessions, networking, and engagement opportunities. Here are a few highlights from the conference:



Friday visit to University of Puerto Rico, Medical Sciences Campus



Walter L. Douglas, Jr. (Morehouse) with GBA and GIP colleagues after receiving the GIP Distinguished Service Award



Left to right: Katie Maietta (University of Pittsburgh), Karen Horneffer-Ginter (Western Michigan

University), Jaime Cerilli (University of Pittsburgh) and Carolyn Brayko (AAMC) at their session on “Strategic Planning and Rebuilding Morale in a Changing Environment”

Additional conference photos will be included in the June newsletter.

Save the Date!

GBA / GIP 2024 Joint Spring Meeting

Boston Park Plaza, Boston, MA

April 17 - April 19, 2024



Carolyn Brayko to lead AAMC’s Member Organization Solutions Portfolio

Carolyn Brayko, PhD is the newest team member of AAMC’s Medical School Leadership and Operations portfolio. Carolyn will be serving as the new Director of Member Organization Solutions and will continue to expand upon the previous work of Kevin Grigsby, DSW in consulting with our members to address their most pressing issues and concerns through a data-driven approach of assessment and strategy development. Carolyn comes to us from the University of Nevada-Reno School of Medicine where she served as the director of institutional effectiveness, leading the school’s strategic planning efforts and culture initiatives, as well as, serving as an active member of the GIP Steering Committee. We look forward to having Carolyn as part of the AAMC family and a continued partner for the GIP.

AAMC News

AAMC, Thalamus announce new collaboration to improve transition to residency

The AAMC and Thalamus have announced a [strategic collaboration](#) to accelerate innovation and ease the transition to residency for medical students, medical schools, and residency programs. The collaboration will combine the AAMC’s long-established

leadership in innovation along the continuum from medical school to residency training and continuing medical education with Thalamus' market-leading product and software development expertise. A set of [frequently asked questions](#) provides additional details about the initiative and what it means for the graduate medical education community.

[Read More](#)

AAMC statement on Senate reintroduction of GME expansion bill

AAMC President and CEO David J. Skorton, MD, and Chief Public Policy Officer Danielle Turnipseed, JD, MHSA, MPP, issued a statement on the introduction in the U.S. Senate of the Resident Physician Shortage Reduction Act, which aims to increase federal support for physicians' graduate medical education programs. "The AAMC applauds Senators Bob Menendez (D-N.J.), John Boozman (R-Ark.), Susan Collins (R-Maine), and Senate Majority Leader Chuck Schumer (D-N.Y.) for introducing important, bipartisan legislation to help expand the physician workforce and address the estimated physician shortage of up to 124,000 doctors by the year 2034." [Read More](#)

AAMC statement on court opinion undermining FDA regulatory authority

AAMC President and CEO David J. Skorton, MD, and Chief Scientific Officer, Ross McKinney, Jr., MD, issued a statement on the U.S. District Court for the Northern District of Texas's decision to invalidate the approval of the drug mifepristone by the U.S. Food and Drug Administration (FDA) and its impact on access to comprehensive reproductive health care. "The AAMC is profoundly concerned by the court opinion that seeks to undermine the FDA's robust and decades-old process for determining whether drugs are safe and effective. The scientific review and regulatory decision-making process is now and must remain the purview of the federal agency that has been given specific authority for the oversight of drugs – not the judicial branch." [Read More](#)

AAMC names telehealth grant program recipients

The AAMC has selected seven member institutions for its Competency-Based Education in Telehealth Challenge Grant Program, "Responding to the Teaching and Assessment Needs of Academic Medicine." The 24-month grant will support the development, dissemination, and integration of competency-based interprofessional education in telehealth as well as create a cross-continuum community of educators actively working to cultivate telehealth in medical student, resident, and continuing education programs. The grantees are: Henry Ford Health, Henry Ford Hospital; Kaiser Permanente Bernard J. Tyson School of Medicine; Medical College of Georgia at Augusta University; NYU Grossman School of Medicine; Renaissance School of Medicine at Stony Brook University; Stanford University School of Medicine; and Weill Cornell Medicine. [Read More](#)

AAMCNews: 5 medical advances that will change patient care

Every day, scientists strive to solve some of medicine's toughest questions. Here's a look at recent breakthroughs that tackle painful conditions and deadly diseases. [Read More](#)

AAMCNews: As more medical schools withdraw from the U.S. News rankings, how should prospective students decide where to apply?

Admissions officers and deans offer insider tips on what individual students should consider – and where to find that information. [Read More](#)

AAMCNews: The tragedy of Black youth suicide

Black children ages 5 to 12 are twice as likely to die by suicide as their White peers, and Black teen suicides are growing at shocking rates. What's going on, and what can be done to help save young Black lives? [Read More](#)

Learning Opportunities

Register now for virtual workshop on maternal health equity

The AAMC Center for Health Justice will host a virtual event, [Maternal Health Equity Workshop: From Story to Data to Action](#), on Thursday, May 18 from 10 a.m. to 3 p.m. ET. The workshop will bring together clinical care, research, public and population health, and technology professionals to explore natural language processing for improving qualitative maternal health equity data. Attendees will hear from a [number of experts](#) such as [Maria Antoniak, PhD](#), Allen Institute for Artificial Intelligence, a researcher in natural language processing and cultural analytics, with a focus on online communities, health care, and narratives. Read more in the [agenda](#) and [list of speakers](#). [Register Now](#)

Register Now: Webinar on FY 2022 AAMC Faculty Salary Report Overview

This webinar, hosted by the AAMC Faculty Salary Survey team, will walk through the online FY 2022 AAMC Faculty Salary Report publication, which was released in a modernized report application this year. The FY 2022 AAMC Faculty Salary Survey collected data on full-time faculty at LCME-accredited, U.S. based medical schools. The FY 2022 AAMC Faculty Salary Report includes statistics for total compensation by degree, rank, department/specialty, medical school type, region, gender, and race/ethnicity. The AAMC survey team will provide an overview of the survey data collection, a demonstration of the redesigned report application, and answer questions about the survey and report. The webinar is scheduled Thursday, May 18, 3:00–4:00 p.m. (ET). [Register Now](#)

Register for AAMC Advancing Health Equity Through Telehealth Learning Series

The AAMC Advancing Health Equity Through Telehealth Learning Series will highlight the role of academic medicine in promoting and advancing health equity through telehealth. The first webinar, “A School Based Telehealth Example from The Medical University of South Carolina (MUSC),” will be held on May 19 from 1-2 p.m. ET. Representatives from MUSC will discuss how health systems can use school-based telehealth services to ensure equitable access to care for pediatric patients. Health care providers, clinical and health system leaders, medical educators, community partners, and all others interested in telehealth and health equity issues are invited to register. [Register Now](#)

Register for 2023 Alliance Senior Administrative/Fiscal Officers (SAFO) Meeting

Registration is now open for the Alliance of Academic Health Centers 2023 Senior Administrative and Fiscal Officers (SAFO) meeting to be held July 24-25, in Portland, Oregon. This year’s SAFO meeting is focused on *The Evolving Health Care Environment: Optimal Strategies to Manage Emerging Challenges*. Participants will explore critical and timely issues facing academic health center financial administrators, including finance trends, innovative solutions to workforce challenges, compensation structures, supply chain and inflation, and more. Danny Jacobs, MD, MPH, FACS, president, Oregon Health & Science University (OHSU), and Larry Furnstah, executive vice president and chief financial officer, OHSU, will deliver the opening keynote, sharing their insights and detailing the measures that OHSU has taken to ensure financial health in today’s challenging environment. [Register Now](#)

Recording available: Congressional briefing on increasing the number of Black men in medicine

On April 27, the AAMC, National Medical Association (NMA), and Congresswoman Frederica S. Wilson (D-Fla.), founder and chair of the Caucus on the Commission on the Social Status of Black Men and Boys, hosted a [congressional briefing](#) on strategies, policies, and action to address the scarcity of Black male physicians and Black men and boys on the pathway to becoming physicians. Members of Congress joined representatives from the AAMC, NMA, and Young Doctors Project, along with practicing physicians and current medical students, to discuss the work of the [Action Collaborative for Black Men in Medicine](#) and the need to increase opportunities and incentives for Black men to join the medical profession. [View the Recording](#)

Save the date for virtual AAMC awards recognition event

Join the AAMC on Wednesday, Oct. 25 from 4-5:15 p.m. ET for the third annual AAMC Awards Recognition Event honoring colleagues and their achievements in academic medicine. Registration for this free virtual event will open in August. Last year’s extraordinary winners are highlighted in a video from [the 2022 celebration](#). [Add to Calendar](#)

Save the date for Learn Serve Lead 2023: The AAMC Annual Meeting



Learn Serve Lead 2023: The AAMC Annual Meeting will take place Nov. 3-7 in Seattle, bringing together colleagues, educators, students, resident physicians, researchers, clinicians, administrators, and health system leaders to discuss the most pressing issues facing health care, biomedical research, and medical education. The meeting will feature an inspiring lineup of notable speakers, scholars, and artists, including Matthew Desmond, PhD, author and Maurice P. During Professor of Sociology at Princeton University. Desmond is a contributing writer for *The New York Times Magazine*, has received a MacArthur “Genius” Fellowship, and has been listed among the *Politico 50* for work that identifies deep issues and presents thoughtful, ambitious solutions. More speakers to be announced. Registration will open in June.

Publications & Resources

Updated AAMC resource: COVID-19 PHE Waivers and Flexibilities Status

The Centers for Medicare & Medicaid Services and other agencies have made several changes to the expiration dates for the COVID-19 flexibilities and waivers that impact teaching hospitals and physicians. These changes are now reflected in an updated version of the AAMC resource: *COVID-19 Public Health Emergency (PHE) Waivers and Flexibilities Status Update*. The chart includes an overview of the status of these waivers and flexibilities post-public health emergency and indicates which of the flexibilities and waivers have been made permanent and the expiration dates of those that will be terminated. The chart will be updated to reflect any future changes to the policies. [Read More](#)

New article from the AAMC Center for Health Justice examines how health care contributes to population health

A new article by Philip M. Alberti, PhD, [AAMC Center for Health Justice](#) founding director, and Heather H. Pierce, JD, MPH, the center’s director of policy, published in the 100th

anniversary special edition of the [Milbank Quarterly](#) focused on the future of population health. The article, “A Population Health Impact Pyramid for Health Care,” explores how in order to meaningfully impact population health and health equity, health care organizations must take a multipronged approach that ranges from education to value-based purchasing to advocacy. The authors describe seven tiers of action that, while all required, differ in their potential impact. Foundational to all are authentic community partnerships, demonstrating individual and organizational trustworthiness, and a commitment to implementation and accountability. [Read More](#)

New AAMC resource collection examines race-conscious admissions in academic medicine

The Supreme Court of the United States is considering two cases in which plaintiffs are asking that the race of applicants be shielded from decision-makers in college admissions (*SFFA v. Harvard and SFFA v. UNC*). The decisions are expected by the end of June. The AAMC has developed an online resource collection and [frequently asked questions](#) to support medical schools ahead of the court’s decision. Resources include background on the cases and their potential outcomes, tools and considerations for the admissions community, and scholarly research supporting the benefits of a diverse student body and health care workforce on the health of all. [Read More](#)

New AAMC data examines possible impact of Dobbs decision on residency preferences

A new data snapshot developed by the [AAMC Research and Action Institute](#) examines the training location preferences of medical school graduates in the United States since the Supreme Court’s *Dobbs v. Jackson Women’s Health Organization* decision. The authors found that the number of U.S. MD graduates who applied to residency positions during the 2022-23 match cycle decreased by about 2% nationally from the prior year, while the number of applicants to states with abortion bans decreased by 3%. Looking at selected individual specialties, the largest drops in applicants across all states were seen in emergency medicine (-21.4%) and in OB-GYN (-5.2%), with a 10.5% decline in OB-GYN applicants in states that banned abortion. [Read More](#)

New study finds correlation between presence of Black doctors and longer life expectancy for Black people

A new study published in *JAMA Network Open*, co-authored by AAMC researchers and the Health Resources and Services Administration at the U.S. Department of Health and Human Services, found that higher relative numbers of Black primary care physicians were associated with better mortality outcomes among Black individuals. Among the data findings, for every 10% increase in the relative representation of Black primary care physicians in a county, there was a one month increase in life expectancy for Black people in that county. These findings suggest that enhancing Black representation among primary care physicians could significantly improve population health for Black individuals in the

U.S. The study's findings also highlight a lack of Black primary care physicians in many areas. Diversifying the future physician workforce is an AAMC priority as outlined in an [action plan](#) of the AAMC's strategic plan. [Read More](#)

Poll finds Gen Z uses its voice to advocate for health and health equity

New polling data from the AAMC Center for Health Justice on Generation Z (ages 18-24) supports and strengthens current research that demonstrates the key role, and importance of, many social and economic factors that impact health. The general agreement in this generation – of the right to health care, the importance of access to abortion, the need to reduce the wealth gap, the threat of climate change, and the responsibility of the federal government to address all these issues – demonstrates that Gen Z has deep awareness of factors impacting health. [Read More](#)

April Policy and Regulatory Roundup

The [Policy and Regulatory Roundup](#) features a brief overview of our latest work from the previous month and includes staff contact information if you have questions or comments. For more policy and regulatory updates please [visit this page](#).

Climate Change Collection

Interested in climate change education and sustainability in academic medicine? Check out our latest collection featuring articles on the importance of teaching medical trainees about climate change and current efforts to do so, sustainability initiatives in medical education and health care, and discussions about the role of health professionals in responding to this public health crisis. [Read the Articles](#)

The Academic Learning Health System: A Framework for Integrating the Multiple Missions of Academic Medical Centers

The learning health systems (LHS) has emerged as a concept for improving health care delivery. In this article, the authors define an academic learning health system (aLHS) as an LHS built around a robust academic community and central academic mission. They propose 6 features distinguishing an aLHS from an LHS.

Gary E. Rosenthal, MD, Donald A. McClain, MD, PhD, Kevin P. High, MD, MS, Douglas Easterling, PhD, Angela Sharkey, MD, Lynne E. Wagenknecht, DrPH, Christopher O'Byrne, MS, Rachel Woodside, MA, and Thomas K. Houston, MD, MPH

[Read More](#)

Recommended Reading & Listening

AAMCNews: To improve health, hospitals partner to provide housing

People without stable housing often suffer from poor health and are frequent users of the emergency department, prompting more hospitals to invest in affordable housing. [Read](#)

[More](#)

AAMC statement on Biden administration's proposal to expand Medicaid coverage to DACA program enrollees

AAMC President and CEO David J. Skorton, MD, and Chief Public Policy Officer Danielle Turnipseed, JD, MHSA, MPP, issued a statement on the Biden administration's proposal allowing the nearly 600,000 people enrolled in the Deferred Action for Childhood Arrivals (DACA) program to obtain health coverage through Medicaid or the marketplace. "The AAMC commends President Biden for his plan to expand federal health care programs to DACA recipients, or 'Dreamers.' These individuals came to the United States as children, built their lives here, make valuable impacts on our communities, and are American in every way except for their immigration status." [Read More](#)

AAMC joins health professions statement on academic freedom and DEI

The AAMC joined members of the Federation of Associations of Schools of the Health Professions (FASHP) in a statement on ensuring academic freedom and diversity, equity, and inclusion (DEI) in associations and schools of health professions. The statement notes the importance of "academic freedom as a critical element of successful higher education," and how "creating a diverse, equitable, and inclusive academic health community is essential to patient care and a core competency of health professions education." For additional information, please contact Danielle Turnipseed, AAMC chief public policy officer, at dturnipseed@aamc.org. [Read More](#)

Skorton on the impact of academic medical centers on local communities

During a [recent visit](#) with faculty and students at the Spencer Fox Eccles School of Medicine at the University of Utah, David J. Skorton, MD, AAMC president and CEO, joined Michael Good, MD, CEO of University of Utah Health and executive dean of the school of medicine, in a conversation about the value that academic medical centers bring to their communities. In a new podcast episode for The Scope, Skorton talked about the importance of academic medical centers in delivering top-quality medical care, conducting cutting-edge research, educating the next generation of health care professionals, and collaborating with communities to solve health care problems. He also highlighted the economic contributions of academic medical centers to their local areas and beyond.

[Listen Now](#)

AAMCNews: Medical students advocate for parental leave policies

Piecemeal approaches create confusion and inequity for student parents, researchers and student advocates say. [Read More](#)

AAMCNews: Global health threats require collaboration, innovation

New and emerging health threats, as well as the increased politicization of public health, will require global health leaders to head a coordinated response that puts equity and scientific evidence at its center. [Read More](#)

AAMCNews: The doctor — and the accountant — will see you now

Recognizing that poverty can drive poor health and even shorten life expectancy, hospitals are offering a range of financial services, from tax preparation to budgeting.

[Read More](#)

AAMC letter to *Washington Post* calls for increased investment in Medicare-supported graduate medical education

The *Washington Post* has published a letter to the editor by AAMC President and CEO David J. Skorton, MD, in response to a [recent editorial](#) calling for Medicare cuts, including to the funds allocated for teaching hospitals. Given the [projected physician shortage](#) and the financial pressures AAMC member institutions are facing, Skorton argued that Congress should increase investment in Medicare-supported graduate medical education and other programs that will strengthen the nation's future physician workforce.

[Read More](#)

AAHCI Leadership Perspectives: Communicating Science to Patients, Professionals, and the Public

Three leaders at academic health centers from the United States, China, and Great Britain provide perspectives based on their experiences in communicating science in a series of instructive commentaries that offer insights on effective techniques and programs.

Building trusting relationships and developing collaborative partnerships are prominent, core, and common themes to their experiences. The publication is part of the [Leadership Perspectives and Leadership Perspectives International](#) series. [Read More](#)

Welcome New Members

(April 2023)

Courtney Hunt
Houston Methodist

James Niles
Icahn School of Medicine at Mount Sinai