

December 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

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### Recently Launched: Updated Strategic Planning Resources Webpage & Strategic Planning Toolkit

In October 2022, the [GIP Strategic Planning & Management Subcommittee](#) determined that the Strategic Planning Resources Webpage & Strategic Planning Toolkit were outdated and needed a refresh. To that end, a work group formed to redesign and streamline the webpage and toolkit. To ensure these resources were designed to meet your needs and align with current best practices, a survey was distributed to the GIP membership in the spring. Your feedback was incorporated into the updated resources. Planning templates, timely journal articles, recent presentations, and numerous other tools have been added. **We are excited to share that both resources are now available, and we encourage you to utilize them as well as share with colleagues:**

[Strategic Planning Resources Webpage](#)

[Planning Toolkit](#)

For any questions or feedback related to these updated resources, please contact [gip@aamc.org](mailto:gip@aamc.org).

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GIP Moderated Call on New Reality: Accommodating our  
Workforce in Physical Space

**Thursday, December 14, 2023**

**1:00-2:00 pm ET**



[Register Now](#)

In a post-pandemic world with many academic medical centers utilizing hybrid workforce models permanently, institutional and space planners are faced with new challenges. During this moderated call, hosted by the Group on Institutional Planning (GIP), we will take a deep dive into hot topics related to physical workspace including:

- Navigating space transitions
- Reducing administrative space
- Utilizing hoteling versus assigned workspaces
- Creating amenities to attract workers
- Conducting post occupancy surveys
- Analyzing metrics to measure success

#### **Moderators:**

##### **Promila Rastogi**

Director of Transition Strategies & Stanford Research Park Operations  
Stanford School of Medicine

##### **Sri Sankarapu, M Arch, NCIDQ, LEED AP**

Director of Space Planning  
Keck School of Medicine of the University of Southern California

Please join this call to discuss and explore these topics with your GIP colleagues in greater depth, and share challenges and successes from your institutions.

Questions? Contact [gip@aamc.org](mailto:gip@aamc.org)

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## **Webinar on Reimagining CQI: A Data-Driven Approach to Accreditation and Strategic Planning**

[Register Now](#)

The pace of change in health care delivery models, advances in scientific knowledge and technology, and shifts in traditional revenue streams, demand re-imagination of the traditional approach to strategic planning at academic medical centers. Continuous Quality Improvement (CQI), William Deming's™ well known management model, essentially creates a data-driven approach to rapid and iterative planning and process improvement. CQI is a relatively new LCME accreditation requirement for medical schools. This webinar, scheduled for **February 6th 1:00-2:00 pm ET**, describes how this requirement is being designed to meet the institutional accreditation need and also inform strategic planning for operational efficiency and innovation in medical education. This session is sponsored by the GBA and GIP and is open to all AAMC constituents that would like to attend.

## GBA / GIP 2024 Joint Spring Meeting



**GBA / GIP 2024 Joint Spring Meeting**  
**Boston Park Plaza, Boston, MA**  
**April 17 - April 19, 2024**  
*Preparing for the Future of Academic Medicine*

[Add to Calendar](#)

Thank you to the GIP community for submitting proposals for the meeting. We received a record number of submissions and are planning for a very robust and interesting conference program! As a reminder, submitters will be notified by early January whether your breakout sessions and/or posters have been accepted. Registration will open in late January. We look forward to seeing you in April!

Questions? [Contact gip@aamc.org](mailto:gip@aamc.org).

## AAMC News

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### **AAMCNews: Celebrating the 2023 AAMC Award Winners**

Throughout their careers, these esteemed academic medicine faculty have had a significant impact on medical education, patient care, and the biomedical sciences. Learn more about the [2023 AAMC Award winners](#). [Read More](#)

### **AAMCNews: Celebrating a distinguished career in scientific research and medicine**

The AAMC's departing chief scientific officer, Ross McKinney Jr., MD, reflects on four decades in academic medicine and the challenges ahead for medical research and researchers. [Read More](#)

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## **AAMC joins amicus brief opposing North Dakota ban on under 18 gender-affirming care**

The AAMC joined the American Academy of Pediatrics and more than 20 other health organizations in an amicus brief filed Oct. 31 focused on ensuring that all adolescents, including those with gender dysphoria, receive the optimal medical and mental health care they need. The brief provides background on gender identity and gender dysphoria “ it details the professionally accepted medical guidelines for treating adolescents with gender dysphoria, the scientifically rigorous process by which the guidelines were developed, and the evidence that gender-affirming care is effective and saves lives. [Read More](#)

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## **Senate confirms Monica Bertagnolli as NIH director**

The U.S. Senate voted on Nov. 7 to confirm Monica Bertagnolli, MD, as director of the National Institutes of Health (NIH). The AAMC led a number of efforts to support Dr. Bertagnolli’s nomination in recent months, including [issuing a statement](#), sending a [letter to Senate Committee on Health, Education, Labor, and Pensions leadership](#), participating in a [coalition with other members of the health care and medical research community](#), and leading outreach to the full Senate.

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## **AAMC Fee Assistance Program expanding with 60% ERAS application discount**

In 2024, the AAMC will [expand its Fee Assistance Program](#) to residency applicants using the Electronic Residency Application Service® (ERAS®). In a message to the academic medicine community, AAMC President and CEO David J. Skorton, MD, noted the significant development in the association’s work to reduce financial barriers for aspiring physicians. “This expansion will offer financial relief to medical students and demonstrates our ongoing commitment to supporting our learners from premed through residency and beyond.” [Read More](#)

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## **Medical schools must protect free speech by making space for controversial views**

Amid rising efforts to ban certain views on campuses, panelists at the opening plenary session at Learn Serve Lead 2023 said students must be exposed to diverse and even offensive opinions in order to grow. [Read More](#)

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## **AAMC statement on House FY24 Labor-HHS spending bill**

AAMC President and CEO David J. Skorton, MD, and Chief Public Policy Officer Danielle Turnipseed, JD, MHSA, MPP, issued a statement regarding the fiscal year (FY) 2024 Labor, Health and Human Services, Education, and Related Agencies (Labor-HHS) bill under consideration by the U.S. House of Representatives. “The AAMC is profoundly concerned over the proposed cuts and restrictions in the House spending bill that would

jeopardize the health of all Americans. We are especially troubled by the steep funding cuts to several agencies, including the National Institutes of Health (NIH), the Centers for Disease Control and Prevention (CDC), and Health Resources Services Administration (HRSA) programs like Title VII and VIII workforce programs, including the Health Careers Opportunity Programs and the Centers of Excellence.â€ [Read More](#)

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### **Search commences for AAMC chief scientific officer**

The AAMC is recruiting for the associationâ€™s next chief scientific officer (CSO). The CSO is a critical role that provides the leadership and vision for addressing the research and science policy and other select issues facing academic medicine, medical schools, teaching hospitals, and health systems, and engages with the entire AAMC community and other relevant organizations. In this role, the CSO leads the identification, development, prioritization, and execution of research and science policy activities in collaboration with other members of the AAMC Leadership Team. This individual will work with the AAMC chief public policy officer to manage the associationâ€™s relationships with biomedical research-related and other relevant federal agencies and offices (e.g. National Institutes of Health, Food and Drug Administration, White House Office of Science and Technology Policy). Additionally, the CSO represents the AAMC nationally on issues related to research and science policy, administration, research workforce development, and research education and training. [Read More](#)

## **Learning Opportunities**

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### **Video highlights from Learn Serve Lead 2023: The AAMC Annual Meeting**

More than 4,500 members of the academic medicine community attended Learn Serve Lead 2023: The AAMC Annual Meeting. Recordings of the plenary sessions, Voices of Medicine and Society Lecture Series, and opening plenary musical performances are now available for viewing for a limited time. An AAMC account is required in order to access the recordings. For those without an AAMC account, click â€œSign Inâ€ at the top right hand side of the page to register (for assistance, email [memberservice@aamc.org](mailto:memberservice@aamc.org) or visit the [Account Help](#) page). [Read More](#)

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### **New video showcases how AAMC CHARGE cultivates the health equity community**

The AAMC Center for Health Justice is committed to partnering with public health and community-based organizations, government and health care entities, the private sector, and community members to achieve the goal of better health for all. In 2023, the center collaborated with the American Public Health Association to highlight how the AAMC Collaborative for Health Equity: Act, Research, Generate Evidence ([CHARGE](#)) can contribute to the work of the center. A new video features center staff and CHARGE members and highlights the importance of achieving health justice. [Read More](#)

## **Publications & Resources**

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## **New AAMC Research and Action Institute data snapshot looks at mental health providers**

The AAMC Research and Action Institute has published a new data snapshot on mental health care. Co-authored by institute staff and Lisa Ramirez, PhD, director of pediatric psychology at the MetroHealth System and associate professor of psychiatry at Case Western Reserve University School of Medicine “ whose work focuses on making connections to better meet the health needs of children and families “ the snapshot examines some of the main groups of mental health providers across the country. While research and policy tend to focus on psychiatrists and psychologists, there are other mental health professionals (e.g., social workers, counselors, and marriage and family therapists) who provide a significant amount of behavioral health care to the more than 57 million Americans living with mental illness. Although increasing the number of psychiatrists and psychologists is important, the authors highlight that all types of mental health providers should be considered when addressing current workforce shortages.

[Read More](#)

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## **New foundations of responsible natural language processing for maternal health equity**

In May, the AAMC Center for Health Justice hosted the [Maternal Health Equity Workshop: From Story to Data to Action](#) to explore how and whether available qualitative tools like natural language processing (NLP), which use machine learning to process and interpret qualitative data, can retain the wisdom of patient and community member stories as those stories are transformed into data. As a follow-up to the workshop, the center has published the *Foundations of Responsible Natural Language Processing Use for Maternal Health Equity* in collaboration with leading researchers in the field. The foundations were developed as a comprehensive guide for those who use NLP as a research tool. [Read More](#)

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## **AAMC publishes proceedings from Action Collaborative for Black Men in Medicine inaugural Strategy Summit**

The [proceedings from the AAMC Action Collaborative for Black Men in Medicine inaugural Strategy Summit](#), held in October 2022, provide a blueprint for how all communities can work to increase representation of Black men in medicine. Many of the strategies outlined in the publication can be applied to multiple contexts. The action collaborative will use these strategies as a basis for informing its action agenda and identifying opportunities to partner with organizations, institutions, government, and the broader community. [Read More](#)

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## **AAMC publishes 2023 Official Guide to Medical School Admissions**

The AAMC has published the *2023 Official Guide to Medical School Admissions*, a comprehensive guide that serves as the authoritative source for information on medical

school admissions. The guide includes a wealth of information and expert tips on the admissions and application process, and is designed for potential medical school applicants, their advisors, and others who may play a role in helping learners apply to medical school. The publication can be used as a companion to the [Medical School Admission Requirements \(MSAR\)<sup>®</sup>](#), an online repository of profiles on all MD-granting accredited medical schools in the United States and Canada. [Read More](#)

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### **Join 2024 AAMC Digital Health and AI Learning Collaborative**

The AAMC seeks participating academic hospitals and health systems (AHS) who want to meaningfully advance their digital health and artificial intelligence (AI) programs to join the 2024 Digital Health and AI Learning Collaborative. This is the third year of the collaborative and more than 20 institutions have participated to date. The collaborative provides a forum for academic hospitals and health systems to share strategies and challenges and learn from each other regarding practical opportunities and methodologies used by others for integrating digital health and AI into every day clinical care and operations. Membership in the collaborative includes facilitated monthly meetings with best practice presentations from experts, an in-person workshop at the Medical University of South Carolina in February 2024, networking events, monthly policy updates and advocacy opportunities, and more. For more information about the collaborative, contact Katie Reget, AAMC senior program specialist, clinical innovations ([kreget@aamc.org](mailto:kreget@aamc.org)).

[Read More](#)

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### **Report from 2023 Equity in Measurement and Assessment Conference**

Earlier this year, the AAMC co-sponsored the first Equity in Measurement and Assessment Conference (EMAC) with NBME, ABIM, and ABMS. The goal of the conference was to create a forum for medical education, measurement, and DEI professionals to learn from each other, expand their perspectives, and collaborate on future research and practice. A report and video highlighting the conference are now available.

[Read Report](#)

[View Video](#)

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### **New AAMC data dashboard on the physician workforce**

The AAMC has launched an interactive online dashboard that provides the most current data available about the physician workforce across specialties and geographies. The *U.S. Physician Workforce Data Dashboard* combines data previously published in two separate AAMC reports, the *Physician Specialty Data Report* and the *State Physician Workforce Data Report*. The dashboard provides detailed statistics about active physicians in the largest practice specialties, the number of physicians by specialty, the number of people per physician by specialty, age, sex, race/ethnicity, major professional activity, medical school location, and type of U.S. medical degree by specialty. [Read More](#)

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### **New data snapshot examines trends in transition to residency course**

## requirements at U.S. medical schools

The AAMC has published a new data snapshot that examines trends among U.S. MD-granting schools in transition to residency (TTR) course requirements between academic years 2016-17 and 2021-22. The snapshot also explores trends in topics covered in required TTR courses over this timeframe and provides a summary of the extent of TTR courses (both required and elective) in the 2021-22 academic year. [Read More](#)

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## New resources on firearm storage and improving trauma-informed care

The *New England Journal of Medicine* has developed two videos about firearm safety. The first video features Emmy Betz, MD, MPH, University of Colorado Anschutz Medical Campus, Ruth Abaya, MD, MPH, Children’s Hospital of Philadelphia, and Sandra McKay, MD, University of Texas, discuss the importance of clinicians having conversations about firearm safety and storage with patients and families. Another video features Franklin Cosey-Gay, PhD, MPH, Sonya Mathies Dinizulu, PhD, Selwyn O. Rogers, Jr., MD, MPH, and Bradley Stolbach, PhD, University of Chicago Medicine, meeting with members of REACT (Recovery Empowerment after Community Trauma). The group discusses continuous traumatic stress from community violence and its effects on health, its root causes, and how medical providers can better support survivors of violence. They also discuss ways in which the medical community can work toward prevention of community violence and strengthen patient advocacy outside the hospital.

[View Video](#)

[View Video](#)

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## October 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. [Read More](#)

## Recommended Reading & Listening

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### **AAMCNews: Can hospitals help to reduce violence?**

Hospital-based violence intervention programs steer victims to safer, productive lives. Research shows challenges to reducing assaults on a broad scale. [Read More](#)

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### **AAMC leaders to academic medicine: We must work together to solve the biggest problems in health care**

AAMC President and CEO David J. Skorton, MD, and AAMC Board Chair LouAnn Woodward, MD, express confidence in the collective power of academic medicine to address health inequities, climate change, and more. [Read More](#)

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**New “Beyond the White Coat” episode explores free speech**



In the latest “Ask an Expert” episode of the “Beyond the White Coat” podcast, Patrick Boyle, a senior staff writer for *AAMCNews*, sheds light on what inspired his writing journey, free speech challenges on college campuses, and his dedication to ensuring readers can easily digest complex medical topics. Boyle has been a journalist for 50 years and writes about medical education, medical care, and medical research, with a focus on children and families. You can read more from him on this topic on [AAMCNews](#). [Read More](#)

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### **Reducing academic medicine’s carbon footprint**

A student, doctor, and dean talk about reducing surgical waste, cutting back on damaging anesthetics, and turning a parking lot into a solar farm. [Read More](#)

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### **Navigating health policy during politically fractious times**

While broad health reforms are unlikely, Congress could address mental health care, pharmacy benefit managers, and other issues that have bipartisan support. [Read More](#)

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### **Abortion in America in the post-Dobbs world**

The fallout from the landmark Supreme Court decision overturning the constitutional right to an abortion will continue to challenge patients and providers for years, says legal expert Mary Ziegler, JD. [Read More](#)

## **Welcome New Members**

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### **(November 2023)**

Sharon Barrett

Virginia Tech Carilion School of Medicine

Beatrice Boateng

University of Arkansas for Medical Sciences College of Medicine

Timothy Gilbert

Frederick P. Whiddon College of Medicine at the University of South Alabama

Lisa Lang

University of Rochester School of Medicine and Dentistry

Jared Squires

The University of Texas at Tyler School of Medicine

Lauren Thompson

University of Central Florida College of Medicine

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