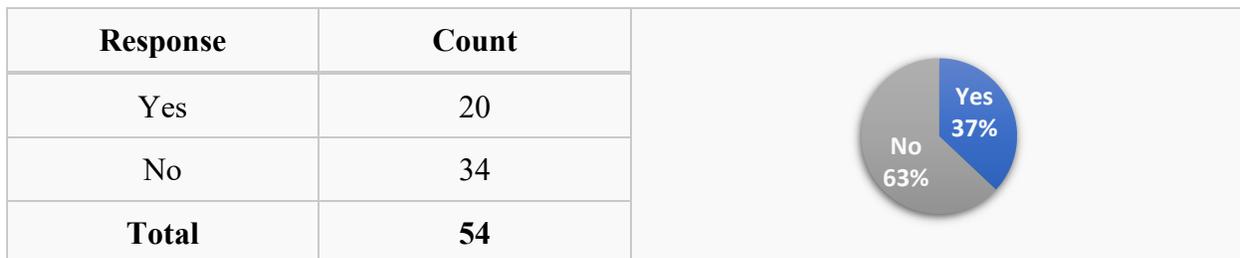


GBAnalytic #8 – Reorganizations

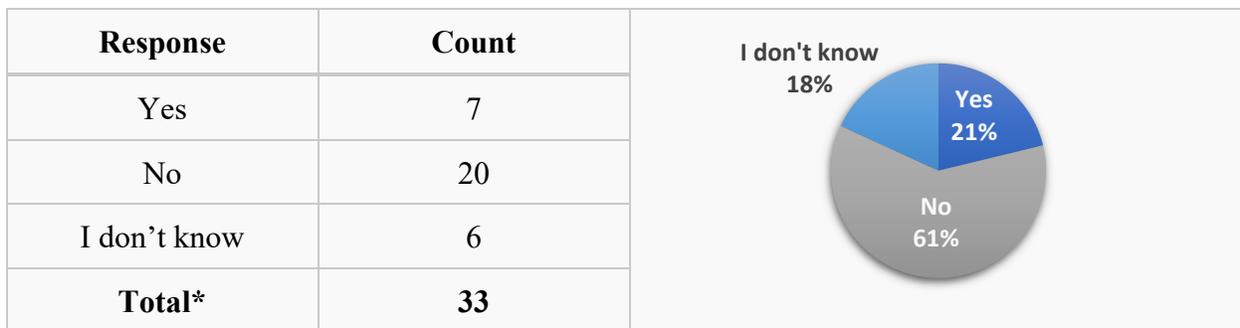
The eighth GBAnalytics survey was developed by the GBA Data and Benchmarking Committee and distributed to Principal Business Officers on November 19, 2018. The survey closed in December 2018. Fifty-four schools provided data to at least Question 1. Forty-six of the fifty-four schools provided their contact information.

Below is a general summary of the results:

1. Has your institution undergone a meaningful reorganization of your clinical or basic science departments within the last five years? Examples include: consolidating departments, consolidating the administrative functions of your departments, etc. If you have undergone multiple meaningful reorganizations, please consider your most recent.



1-B. If no, are you planning to reorganize in the next six months to a year?



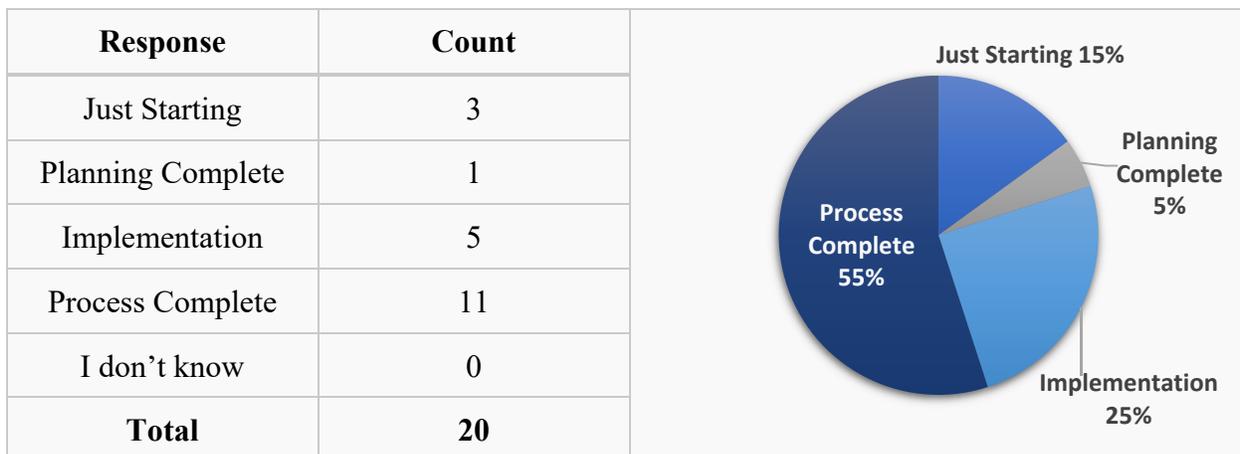
*Out of 34 "No" responses to question 1, 33 responded and were included in the sample for question 1-B.

1-C. Please describe the reorganization that is planned or that your institution is currently undergoing.

Of the seven schools that responded “Yes” to question 1-B, six provided the following unique responses to question 1-C:

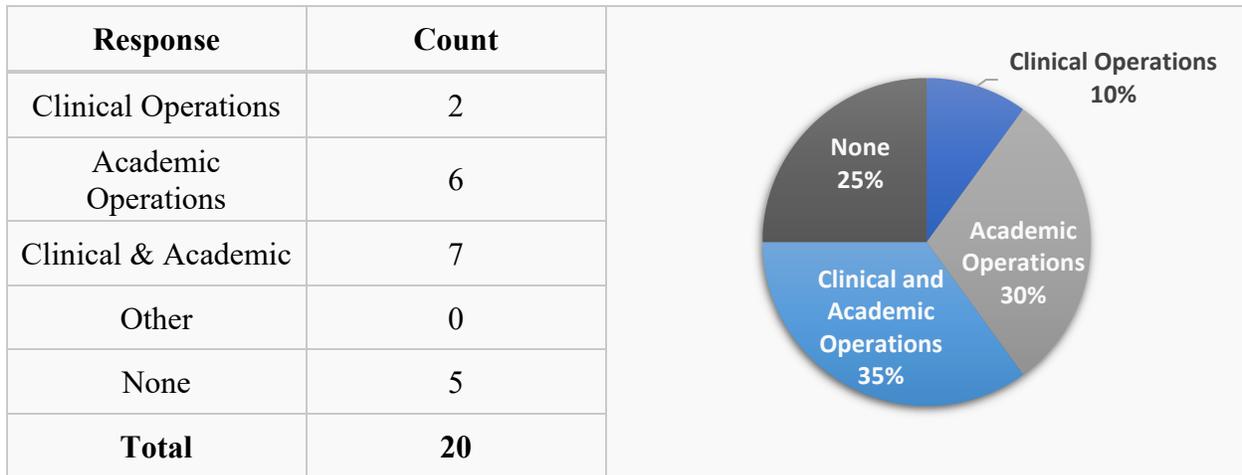
- “We are creating shared service centers for human resources and research administration, with the primary clients targeted as smaller clinical departments. We already have both human resources and research service centers supporting some of our basic science departments.”
- “We are moving the clinical operations into its own non-profit organization. We are assessing the feasibility of combining some departments’ clinical operations as part of this change. However, we are not currently assessing combining the academic side of these departments at the medical school. The academic departments will continue to have separate chairs and administrators.”
- “Basic science core services, Research Administration, Human Resources, IT Services”
- “Moving our practice plan from under our University to a new clinical operation in our health system.”
- “In the fact-finding stages of possibly merging two of our basic science departments into one of our six basic science departments. In essence, we are going from six basic science departments to four.”
- “Integration with Tampa General Hospital”

2. How far are you along in the process?



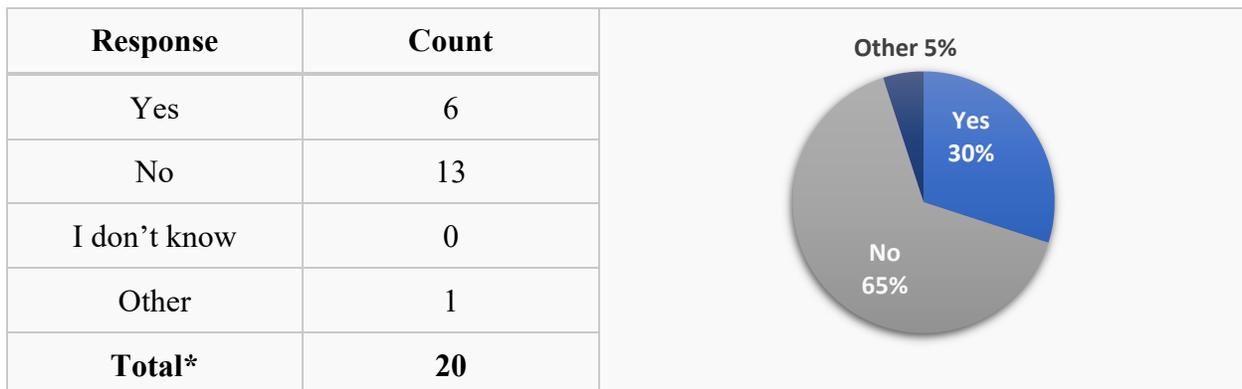
*Out of 20 “Yes” responses to question 1, all 20 responded and were included in the sample for question 2.

3. Did the reorganization impact the following leadership?



*Out of 20 “Yes” responses to question 1, all 20 responded and were in include in the sample for question 3.

4. Did the reorganization include only administrative functions? For example, shared administrative services.

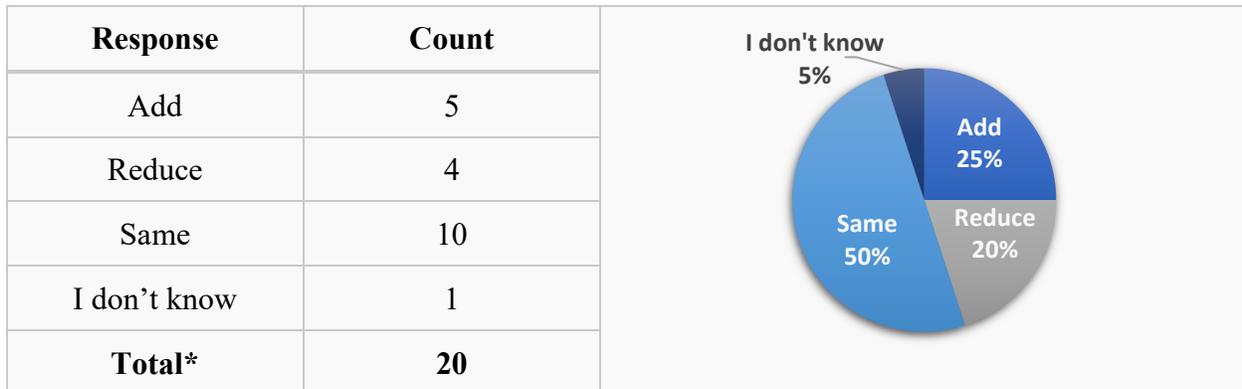


*Out of 20 “Yes” responses to question 1, all 20 responded and were in include in the sample for question 4.

One school reported “Other” and provided the following unique response to question 4:

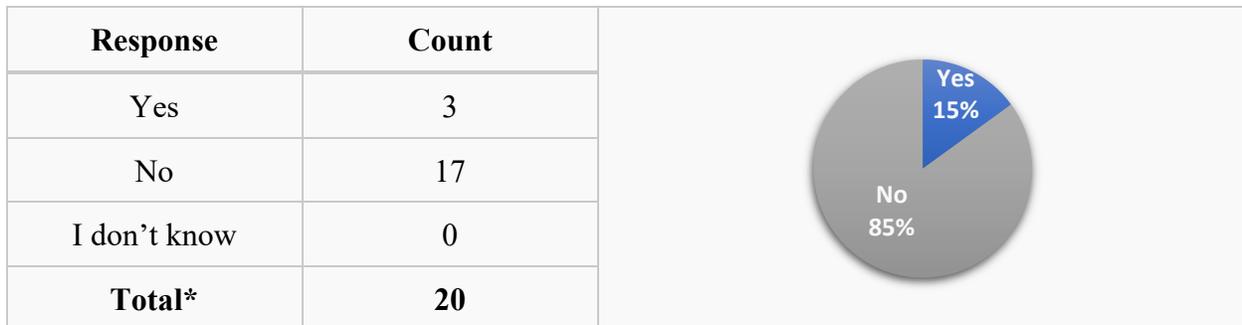
- “With the retirement of a Chairperson, we took the opportunity to dissolve a department. Additionally, we are implementing a shared services model.”

5. Did the reorganization add, reduce, or keep the same number of CLINICAL departments?



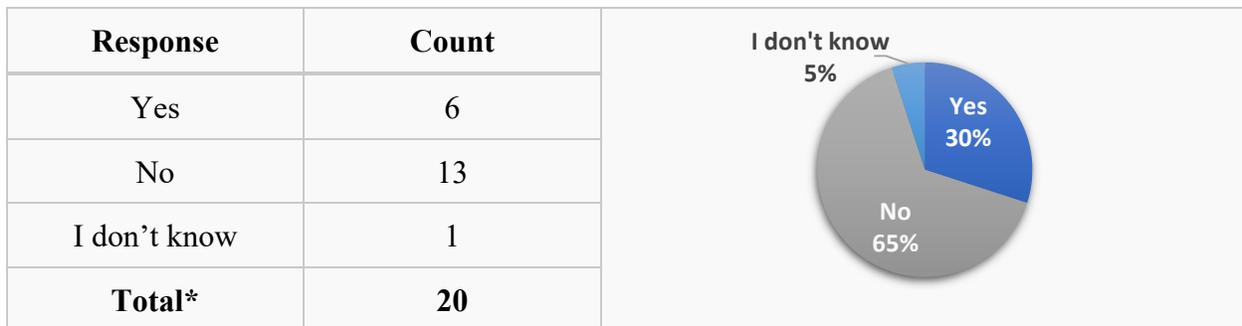
*Out of 20 “Yes” responses to question 1, all 20 responded and were in include in the sample for question 5.

6. Did the reorganization result in the creation of “Institutes” or thematically based research groups?



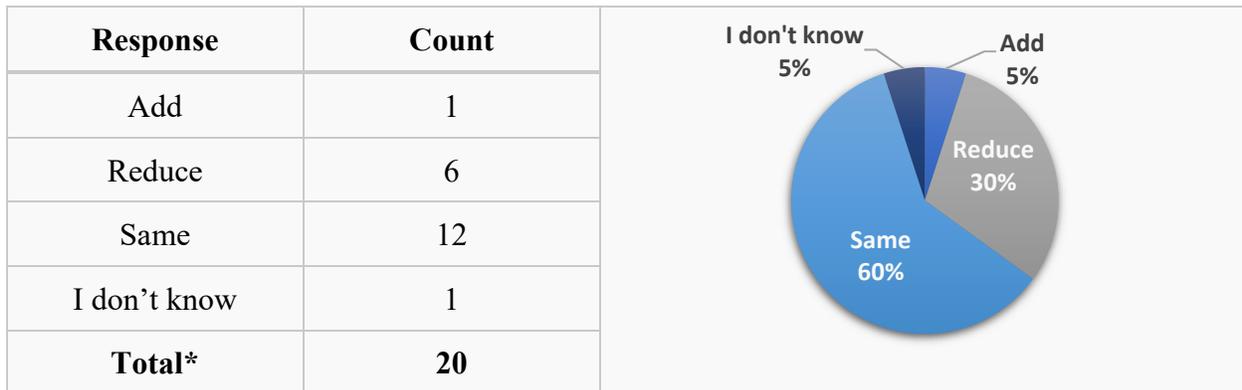
*Out of 20 “Yes” responses to question 1, all 20 responded and were in include in the sample for question 6.

7. Did the reorganization include only administrative functions (i.e. shared administrative services)?



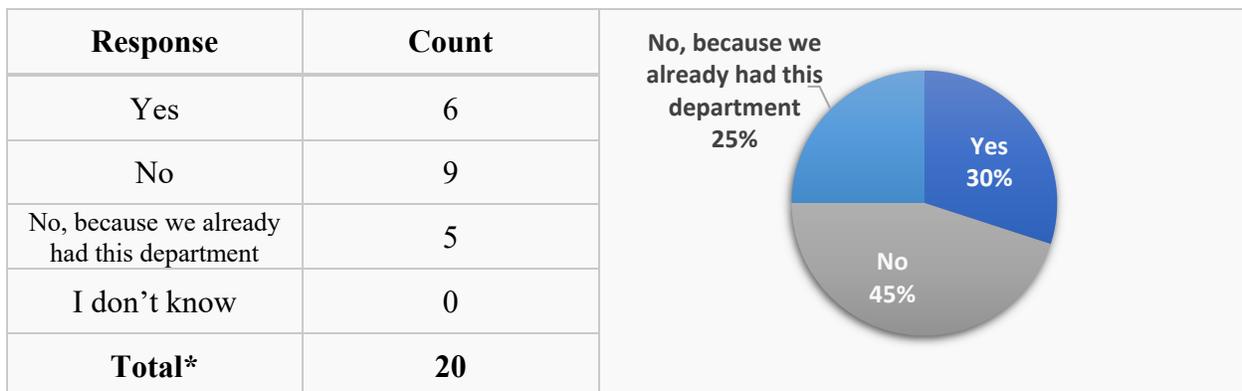
*Out of 20 “Yes” responses to question 1, all 20 responded and were in include in the sample for question 7.

8. Did the reorganization add, reduce, or keep the same number of BASIC SCIENCE departments?



*Out of 20 “Yes” responses to question 1, 20 responded and were included in the sample for question 8.

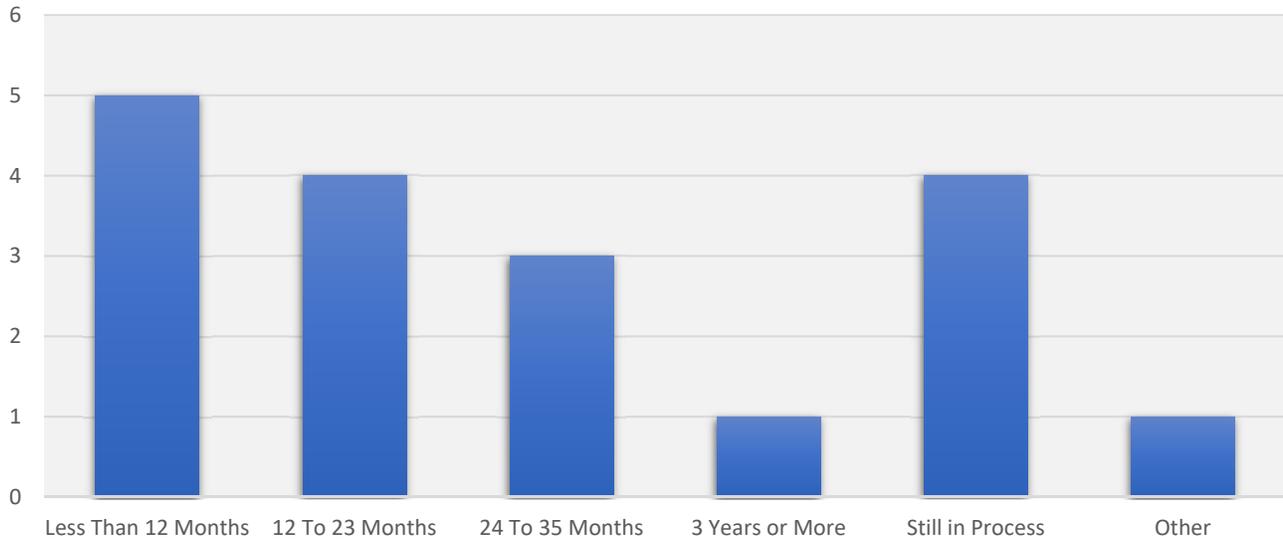
9. Did the reorganization result in the creation of an academic department of medical education or similar?



*Out of 20 “Yes” responses to question 1, all 20 responded and were included in the sample for question 9.

10. What was the time horizon from start-date to completion date of the reorganization?

Of the twenty schools that responded “Yes” to question 1, eighteen provided unique responses to question 10. The distribution of these responses is summarized in the chart below:



One school’s response was categorized as “Other” as it included two timeframes for two distinct reorganization processes. The following is the full response text:

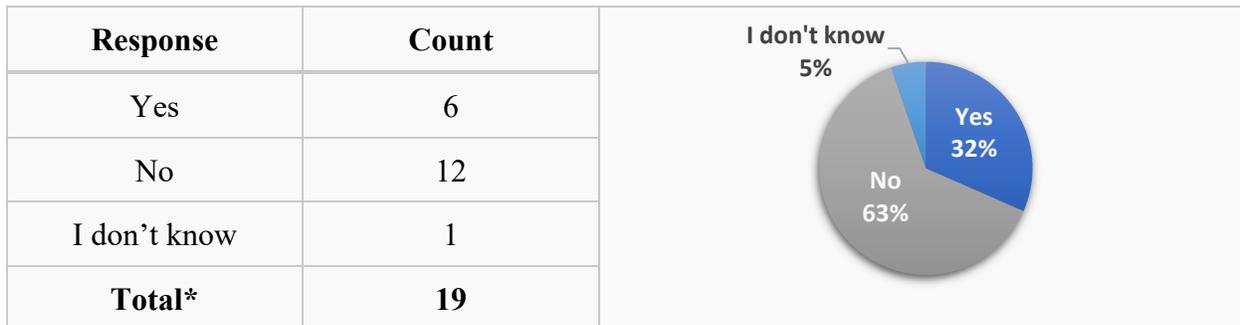
- “Eliminating the department – 9 to 12 months. Shared services model – 3 to 4 years.”

11. Did you hire a consultant to assist with planning and/or implementation?



*Out of 20 “Yes” responses to question 1, 19 responded and were included in the sample for question 11.

12. Did you offer any training or meaningful preparation to your staff around change management prior to your reorganization?



*Out of 20 “Yes” responses to question 1, 19 responded and were included in the sample for question 12.

13. What were the main goals of the change? (i.e., bringing together decision making, operational efficiency, cost savings, inability to recruit leaders, etc.)

Of the twenty schools that responded “Yes” to question 1, nineteen provided the following unique responses to question 13:

- “Bringing together decision making, the creation of operational/administrative support structure with shared services administrators, creation of new departments/service lines in clinical areas, consistency of administrative support function quality in basic science departments.”
- “Centralization of shared resources (pre & post award, along with core/shared lab functions)”
- “Cost savings”
- “Reorganize basic departments around broader themes and eliminate departments based on a specific discipline like Anatomy”
- “Operational efficiency - shared administrative services in basic science departments.”
- “Required as part of a revision in the affiliation agreement to allow greater service, flexibility and expertise to the faculty”
- “Operating efficiencies and better alignment of mission areas”
- “Partnership with local Health System. Can provide more detail if desired.”
- “To consolidate the Basic Science Department on our 2 main campuses so we only have one Chair of Basic Science for the entire school.”
- “Broaden market”
- “Separating departments that had previously been combined under a single administrative structure”
-

- “Isolating Clinical Activity to be measured and operate, also consolidate various admin functions to central services”
- “Creating one medical education department in the school of medicine which oversees the academic operations only (does not include any clinical departments). We have just started the process in October 2018.”
- “Efficiency, cost savings, shared resources for admin, finance.”
- “Bringing together decision making, operational efficiency, better service to faculty.”
- “The administrative re-organization has to do with a central service model for research administration and for human resources in the clinical departments (for the smaller departments). This had to do with economies of scale; ability to retain grant managers; cost and process efficiency. In the Basic Science area, we established a thematic institute.”
- “No basic science departments. All basic science is managed through medical education and the clinical departments.”
- “Elevating the stature of former divisions to align with the department distribution of other medical schools (i.e., making former divisions of dermatology, urology, emergency medicine, and radiation medicine into departments).”
- “Streamlining of processes to achieve efficiency and consistency.”

14. Would you be willing to share your experience with others?

Of the twenty schools that reported having a meaningful reorganization within the past five years, fourteen both provided contact information and said they would be willing to share their experience with others:

<i>Institution</i>	<i>Contact Name</i>	<i>Contact Email</i>
Case Western Reserve University	Matthew Lester	matthew.lester@case.edu
Duke University School of Medicine	Scott Gibson	Gibso022@mc.duke.edu
Geisinger Commonwealth School of Medicine	Anna Arvay	aarvay@som.geisinger.edu
Georgetown University School of Medicine	Mary Glasscock	Mary.glasscock@georgetown.edu
Rutgers, Robert Wood Johnson Medical School	Tom Hecker	Trh79@rwjms.rutgers.edu
Thomas Jefferson University (Sidney Kimmel)	Brian Squilla	Brian.squilla@jefferson.edu
Tufts University School of Medicine	Tom Malone	Tom.malone@turts.edu
University of Arizona - Phoenix	Janet Sabuco	jsabuco@email.arizona.edu
University of California, San Diego	Cheryl Kaino	ckaino@ucsd.edu
University of Nevada, Las Vegas	JoAnn Strobbe	JoAnn.strobbe@unlv.edu
University of Nevada, Reno	Jeremy Alltop	jalltop@med.unr.edu
University of Oklahoma College of Medicine	Anne Barnes	Anne-barnes@ouhsc.edu
University of Tennessee College of Medicine	Teresa Hartnett	thartnett@uthsc.edu
University of Wisconsin School of Medicine	Ken Mount	kmount@wisc.edu

Participating Schools

The following list includes the forty-six schools that provided contact information. Eight schools did not provide contact information:

- Carle Illinois College of Medicine
- Case Western Reserve University School of Medicine
- Cooper Medical School of Rowan University
- Creighton University School of Medicine
- Duke University School of Medicine
- Frank H. Netter MD School of Medicine at Quinnipiac University
- Geisinger Commonwealth School of Medicine
- George Washington University School of Medicine and Health Sciences
- Georgetown University School of Medicine
- Hackensack-Meridian School of Medicine at Seton Hall University
- Keck School of Medicine of the University of Southern California
- Lewis Katz School of Medicine at Temple University
- Medical College of Georgia at Augusta University
- Medical College of Wisconsin
- Medical University of South Carolina College of Medicine
- Mercer University School of Medicine
- Michigan State University College of Human Medicine
- New York Medical College
- Ohio State University College of Medicine
- Perelman School of Medicine at the University of Pennsylvania
- Rutgers, Robert Wood Johnson Medical School
- Sidney Kimmel Medical College at Thomas Jefferson University
- Tufts University School of Medicine
- Uniformed Services University of the Health Sciences F. Edward Hebert School of Medicine
- University of Arizona College of Medicine – Phoenix
- University of Arkansas for Medical Sciences College of Medicine
- University of California, Los Angeles David Geffen School of Medicine
- University of California, San Diego School of Medicine
- University of Central Florida College of Medicine
- University of Chicago Division of the Biological Sciences The Pritzker School of Medicine
- University of Florida College of Medicine
- University of Illinois College of Medicine
- University of Kentucky College of Medicine
- University of Missouri-Kansas City School of Medicine
- University of Nebraska College of Medicine
- University of Nevada, Las Vegas School of Medicine
- University of Nevada, Reno School of Medicine
- University of North Carolina at Chapel Hill School of Medicine
- University of North Dakota School of Medicine and Health Sciences
- University of Oklahoma College of Medicine
- University of Tennessee Health Science Center College of Medicine
- University of Texas Southwestern Medical School
- University of Virginia School of Medicine
- University of Wisconsin School of Medicine and Public Health
- USF Health Morsani College of Medicine
- Yale School of Medicine

For questions, please contact Heather Sacks, AAMC, at hsacks@aamc.org