

Information



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Memorandum #13-04

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To: Board of Directors
Council of Deans
Council of Teaching Hospitals and Health Systems
Council of Academic Societies
Organization of Student Representatives
Organization of Resident Representatives
Medical Center Leaders Caucus
Chief Medical Officers Group
Compliance Officers Forum
Forum on Conflicts of Interest in Academe
Government Relations Representatives
Group on Business Affairs
Group on Graduate Research, Education, and Training
Group on Diversity and Inclusion
Group on Educational Affairs
Group on Faculty Affairs
Group on Faculty Practice
Group on Information Resources
Group on Institutional Advancement
Group on Institutional Planning
Group on Regional Medical Campuses
Group on Research Advancement and Development
Group on Resident Affairs
Group on Student Affairs
Group on Women and Medicine in Science

From: Darrell G. Kirch, M.D., President and CEO

Subject: **Announcing a New Resource to Navigate the New Realities of Academic Medicine**

On February 25-26, the AAMC Board of Directors gathered over 100 leaders from our medical schools and teaching hospitals for an all-day Leadership Forum Summit focusing on: “**Navigating the New Realities of Academic Medicine: Implications and Opportunities for a Sustainable Future.**”

Participants of the summit engaged in deep discussion regarding the ways in which leaders should prepare their campuses for our new fiscal realities and ensure that academic medicine continues to thrive and lead the changes that will improve America’s health.

The AAMC Board of Directors is pleased to distribute a proceedings book to members that summarizes the Leadership Forum Summit and provides tools to help academic medical centers develop institutional strategies to meet the challenges ahead. The publication found at www.aamc.org/navigatingnewrealities contains useful videos, discussion questions, and suggested readings that will help you prepare for conversations regarding funds flow and cross-subsidies, culture change and opportunities for new kinds of leadership, in addition to the implications of federal budgetary proposals and sequestration. Examples of real world approaches to today’s fiscal challenges are also described in the publication. Chapter 7

contains discussion questions that helped shape the Leadership Forum Summit's afternoon discussions and these questions can be used at your institutions to continue these important conversations. These resources are for all members of the Association of American Medical Colleges. Its purpose is the exchange of information between the AAMC membership, so we ask that you do not distribute the toolkit beyond your institution.

Lorris Betz, M.D., Ph.D., chair-elect of our Board of Directors, hosted the summit, which offered various perspectives on our fiscal realities, including the national policy perspective (described in Chapter 2), provided by Sheila Burke, R.N., a member of our board and Wiener Center fellow and adjunct lecturer in public policy at the John F. Kennedy School of Government at Harvard University, and Christopher Jennings, president, Jennings Strategy Group. Our mission chiefs reviewed the cross-subsidies inherent in our medical school funds flow models as captured in the narrative and videos found in Chapter 3, and several constituent leaders offered examples of how their campuses and centers are facing these new fiscal realities, which is described in Chapter 4. Summit participants were able to discuss issues considered central to the future sustainability of academic medicine. Some of these discussions were captured by graphic recorders as seen in Chapter 5. At the end of the day, consensus emerged that creating a high-value health system will require not simply revenue expansion and expense reduction, but true redesign. A similar redesign imperative was discussed for both the educational and research missions.

While the AAMC will continue to advocate strenuously to reverse the actions of sequestration, academic medicine can and must develop solutions within this new fiscal reality that will allow us to fulfill our tripartite missions of medical education, patient care, and research in bold and creative ways. The AAMC is committed to being an active partner in these efforts and encourages you to facilitate conversations that develop a deeper appreciation of the financial model underpinning medical schools and understand how new models can be implemented across the nation. AAMC hopes that the Leadership Forum Summit and the proceedings book provide to members both a call to action and a toolkit for these important endeavors. For more information about the Leadership Forum Summit and this publication please contact Mackenzie Henderson at mhenderson@aamc.org.