



*Executive Vice President for
Health Affairs*

The University of Michigan

Office of the President

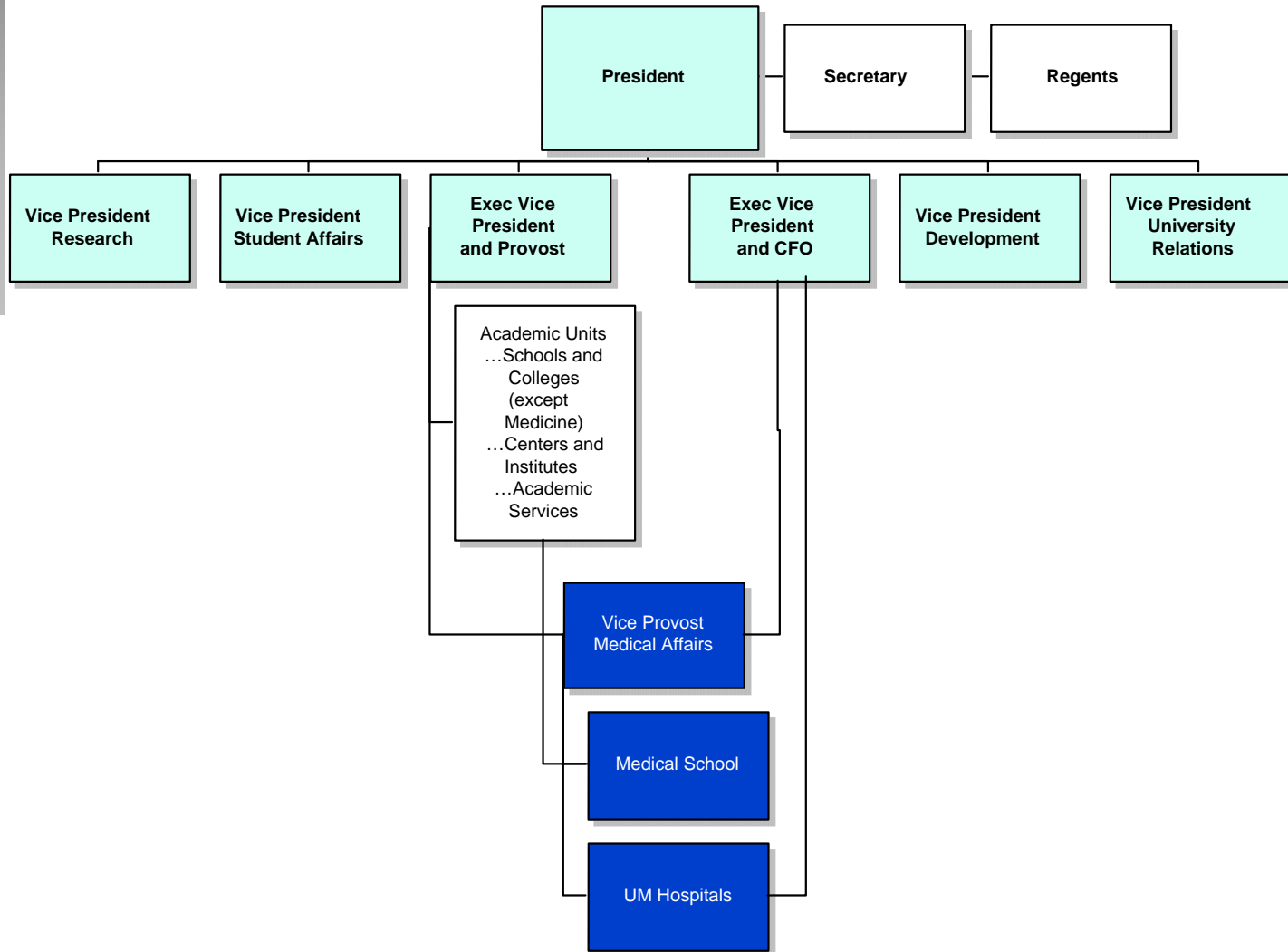
Proposal

n ***Exec Vice President for Health Affairs***

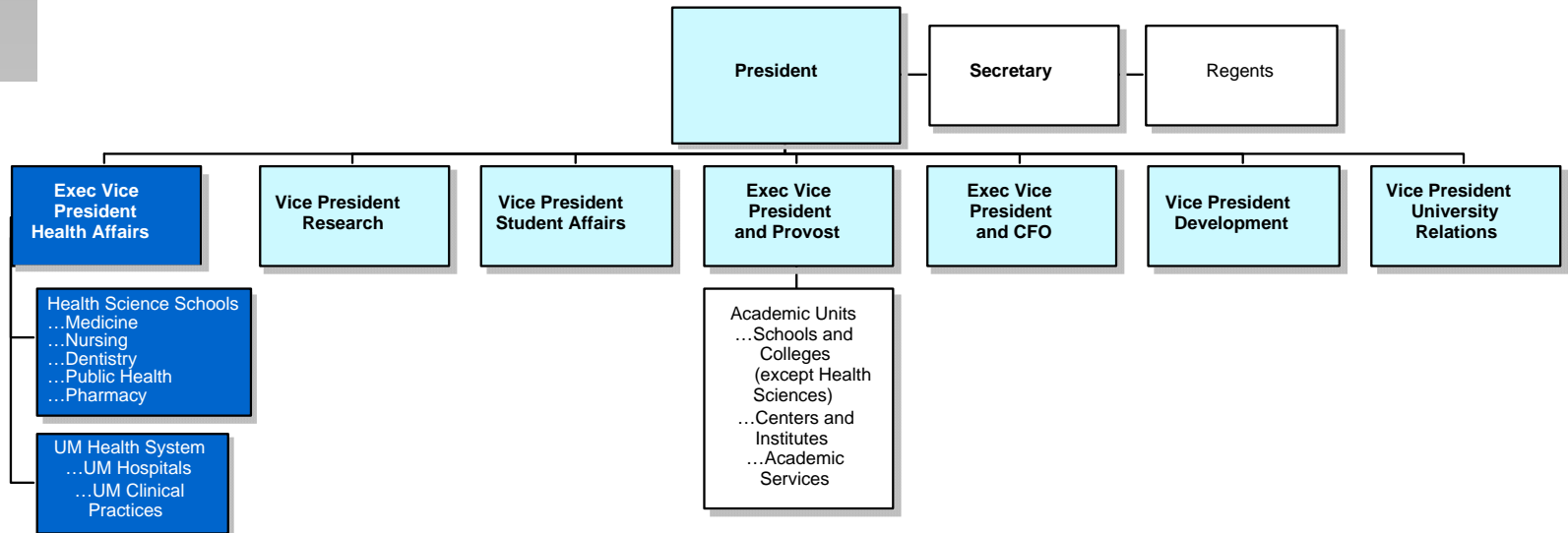
n ***Line Responsibilities***

- ***Academic programs***
 - *Medicine, Nursing, Dentistry*
 - *Public Health, Pharmacy*
- ***Clinical programs***
 - *UM Hospitals, MSP Clinical Plans*
 - *UM Health Ventures*

Current Organization



Proposed Organization



Some History

n 1980s

- *Task Force Recommendations*
- *Vice Provost for Medical Affairs*

n 1990s

- *Strategic Planning Efforts*
- *Vice Provost for Health Affairs*
- *Dean searches*

Other Academic Health Centers

- n Vice President for Medical Affairs*
 - *Johns Hopkins, Penn, Stanford, U Wis,...*
- n Vice President for Health Affairs*
 - *U Minn, U Iowa, U Wash, Wash U,*
 - *UTexas, Ohio State, UNC,...*
- n Chancellor*
 - *UCSF, Duke*
- n President*
 - *UAB, Oregon*

Concerns

- n *Growing size, complexity of UMMC*
 - *Resources --> 60%*
 - *Staffing --> 70%*
 - *Faculty --> 40%*
- n *Pace and volatility of change*
- n *Financial vulnerability of University*
- n *Unique culture of clinical schools*
- n *Need to integrate health sciences*

Other Concerns

- n Growing concerns about lack of leadership in Medical School*
- n Inability of senior officers (President, Provost, VPCFO) to provide necessary oversight for UM Health System without neglecting other critical needs of University*
- n Inability of attracting strong leadership into current structure (Vice Provost, Deans)*

Conclusion: EVP-Health Affairs

- n To attract strongest possible leadership*
 - Best people will require EVP-HA role*
 - Need an EO focused on UM health system*
- n To provide EO Team with more horsepower*
 - Reducing UMMC burden on EVPs*
 - Bringing another senior leader to table*
- n To bring UM into line with other academic health centers*

Questions

- n *Will this expand UM administration?*
- n *Will this weaken role of deans?*
- n *Will this weaken Provost role?*
- n *Will this threaten other UM schools?*
 - *Nursing, Dentistry, Pub Health, Pharmacy?*
 - *LS&A, Rackham, Bus, Law, Eng, ...?*
- n *Will this inhibit interdisciplinary work?*
 - *Possible Division of Biological Sciences?*

Some Details

- n EVPHA: Not necessarily a physician*
- n EVPHA will have authority over all resources flowing to academic and clinical programs of health center*
 - subject to normal financial controls*
 - subject to General Fund allocation by Provost*

Next Steps

- n Ask for Regental action to create EVPHA in February*
- n Appoint Rhetaugh Dumas as Intertim EVPHA*
- n Launch search for permanent EVPHA in early 1995*
- n Implement other aspects of reoganization (e.g., UM Health System, integration of health science schools)*