

THE ALIGNED INSTITUTIONAL MISSION (AIM) PROGRAM™



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A program of AAHC and AAHCI

MISSION ALIGNMENT SURVEY

The Association of Academic Health Centers (AAHC) and the Association of Academic Health Centers International (AAHCI) distributed a survey to member institutions to help guide the AIM Program as it prepares for the full roll-out to all members in 2018. The mission alignment survey garnered a total of 42 responses from AAHC and AAHCI member institutions. The following is the summary of the survey.

AAHC and AAHCI believe that optimizing alignment between the education, research, and clinical missions of academic health centers is crucial to the future of these vital organizations and the populations they serve.

Such alignment—where education, research, and patient care inform one another and make each other more effective—creates enormous potential for improved health and well-being with the creation of an aligned learning health system. This is the rationale for the creation of the Aligned Institutional Mission (AIM) Program™.

MEMBERS AND MISSION ALIGNMENT

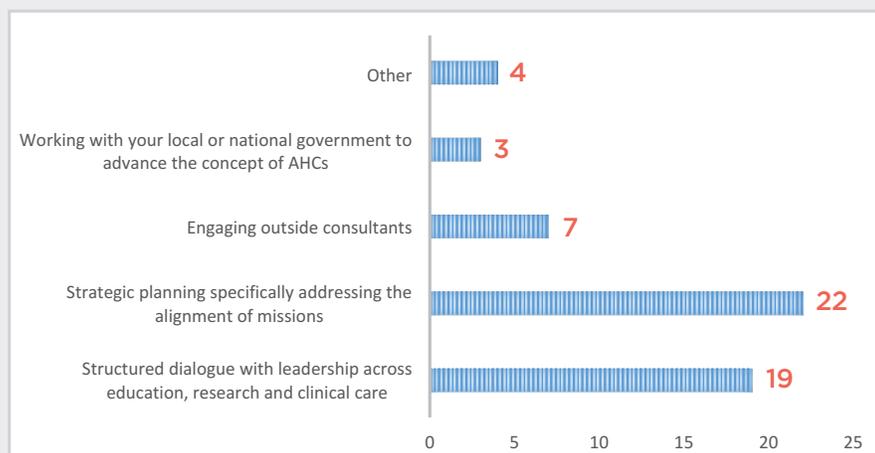
94%

of survey respondents felt that the goal of mission alignment is very important

100%

of survey respondents are actively working on mission alignment with their leadership team

Figure 1: Current undertakings by AAHC and AAHCI members to improve alignment among missions
(Respondents were allowed to select more than one answer.)



Other Responses:

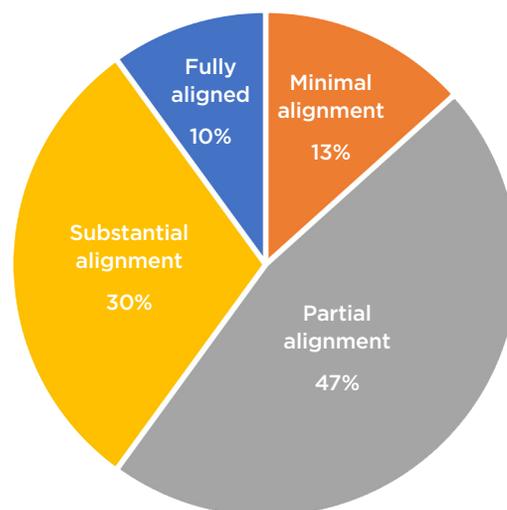
- Strategically aligning academic and clinical partners
- Participating in the AIM Program
- Working to harness and leverage their already integrated academic health center

ENGAGEMENT WITH EXTERNAL CONSULTANTS TO ACHIEVE MISSION ALIGNMENT

- Forty percent of institutions have worked with external consultants in the last three years on issues of strategic planning, while twenty percent are currently working with external consultants, and twenty percent have plans to engage consultants in the near future.
- Of those institutions that are engaging external consultants, only 43.48 percent of the consultants had previous experience leading an academic health center or system. The majority of respondents felt that leadership experience at academic health centers is extremely important for consultants to have.
- Responses regarding what contributes to a successful consultancy highlighted crucial fundamentals:
 - > An understanding of the culture specific to the institution and its location
 - > A background in leading academic health centers, with a global vision for success
 - > A clear report that provides specific recommendations for change and action steps
 - > A strategy for follow through by the leadership of the institution

Figure 2: Rating of current mission alignment

On a scale of 1-5, how well are your missions in research, healthcare, and education currently aligned?



ACADEMIC HEALTH CENTER ANNUAL EXPENDITURES ON STRATEGIC PLANNING CONSULTANTS

Most respondents did not provide data on strategic planning consultant costs, indicating that the information was confidential or that they were not sure of the total amount. Of the responses received, dollars spent ranged from under \$100,000 to \$1,000,000.

CONCLUSION

A series of surveys such as this one have provided the foundation for the development and success of the AIM Program development and pilot phases, and will help AAHC/I continue to improve the program in preparation for full membership launch in 2018-2019. All AIM consultants have held a formal role in senior leadership at an institution engaged in the tripartite mission of an academic health center or system. AIM consultants also have a unique appreciation for and commitment to enhancing the alignment of research,

education, and patient care within academic health centers and systems.

AIM staff and consultants understand the importance of working across cultures to support individual institutions in the achievement of their expressed goals. To that end, the program is not “one size fits all,” but rather one that is tailored to benefit each institution recognizing the unique elements of size, finances, and stage of development.

For more information on the AIM Program, please visit www.aahcdc.org/Initiatives/Aligned-Institutional-Mission-Program