



Association of Academic Health Centers®  
International

*Leading institutions that serve society*

## **The Trend towards Integration**

*Management and leadership challenges are fundamentally changing the ways in which academic health centers operate. An integrated organizational model, whereby the mission areas are aligned across organizational structures, is a major step to becoming an efficient and optimized operation.*

## **A Functionally Integrated Academic Health Center Model Includes:**

- **Unified leadership dedicated to strategic alignment**
- **A single structure and/or process designed to formulate a shared vision, mission, and strategic plan**
- **A set of shared principles or values between the college, hospital, university, and practice plan that:**
  - Remain transparent
  - Operate irrespective of governance structure or organizational relationship between the academic health center components
  - Maintain clear financial planning metrics which:
    - guide compensation
    - provide cross-subsidization policies
    - include benchmarks
    - are linked to performance standards, assessment, and accountability
    - establish investment policies in areas including: technology, research, teaching, and clinical
    - offer incentive
  - Emphasize common interests (e.g., funds flow returns benefits to all components)
- **An administrative infrastructure that spans the academic health center enterprise and also:**
  - Provides common governance with clearly defined leadership
  - Encompasses all mission areas
  - Permits system-wide planning for multiple issues:
    - Financial
    - Clinical
    - Academic
    - Operational
    - Facilities
  - Allows quick and efficient implementation of recommendations
  - Offers a communication strategy that addresses all stakeholders
  - Survives transitions in leadership
  - Has leadership that meets regularly and undergoes training

- Includes inter-school and inter-campus collaborations
- ***Interlinked facilities that provide:***
  - Shared locations for multiple disciplines
  - Transportation linking all the campuses
  - Buildings and structures which advance opportunities for collaborative research
- ***A focus on institutional culture that:***
  - Increases diversity in workforce and students
  - Promotes interprofessional opportunities
  - Provides outreach to the community and emphasizes that clinical sites are part of the mission