

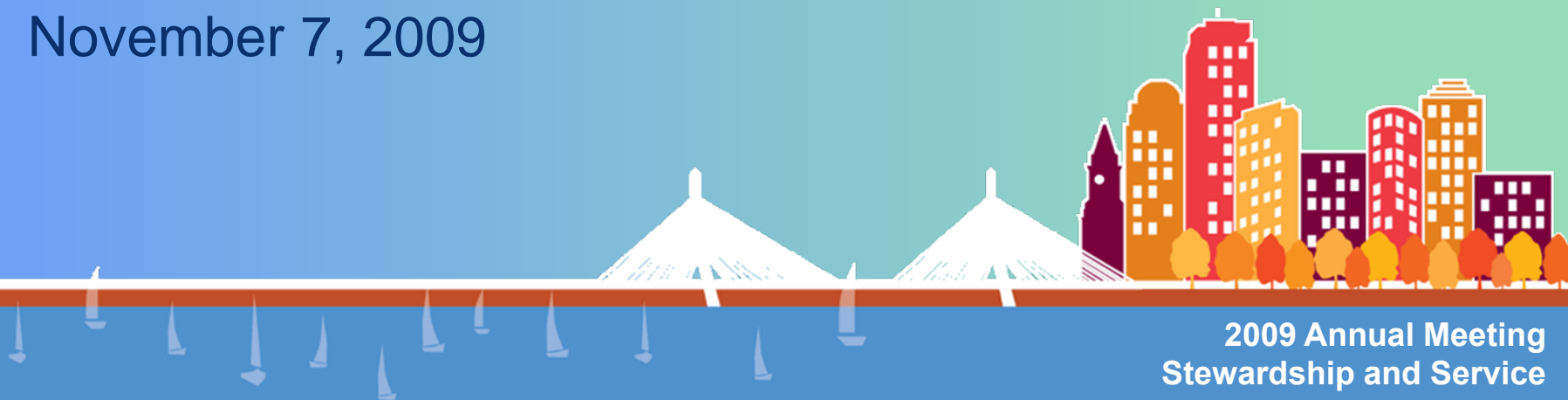
Implementation Challenges & Workforce Redesign

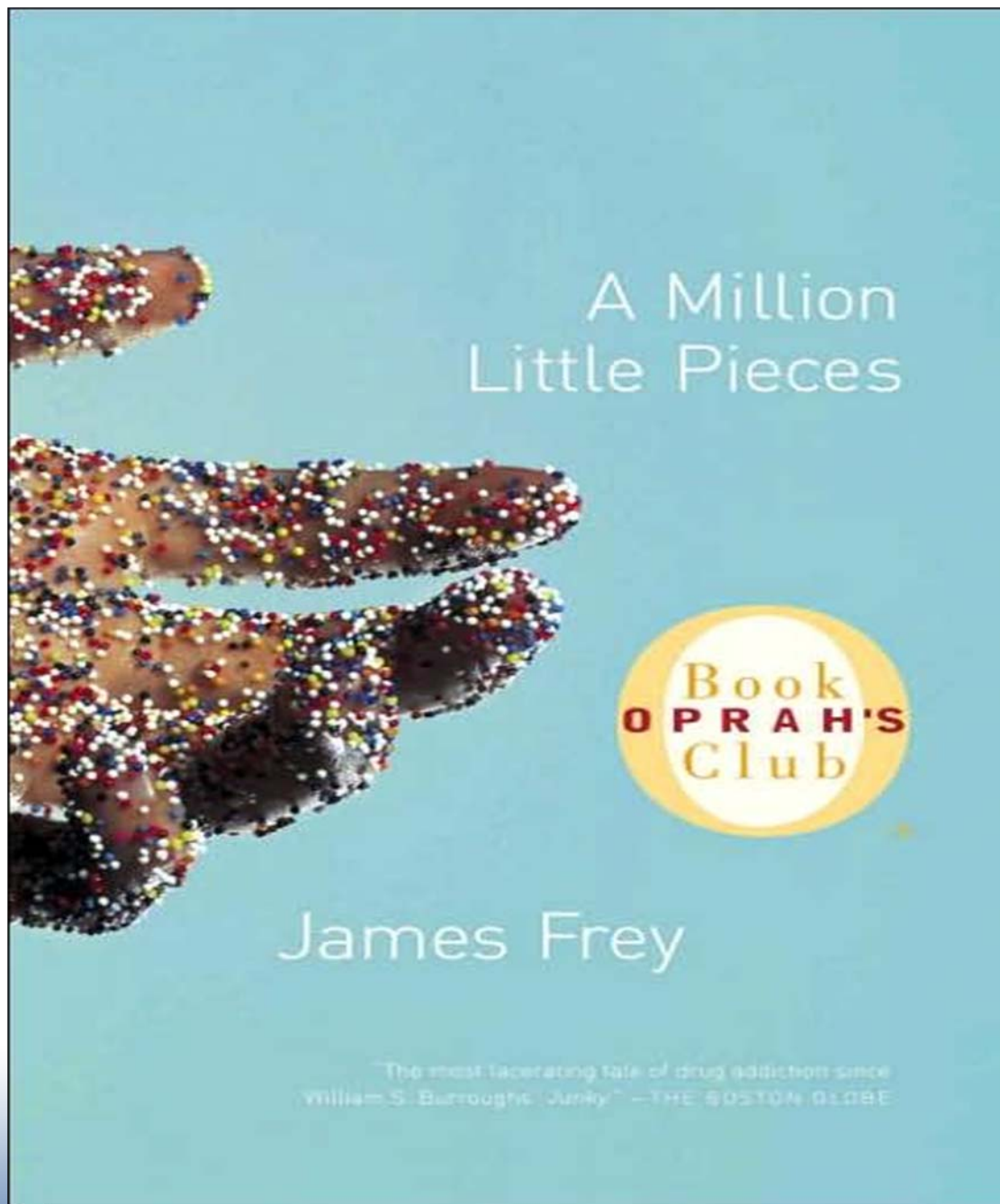
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November 7, 2009





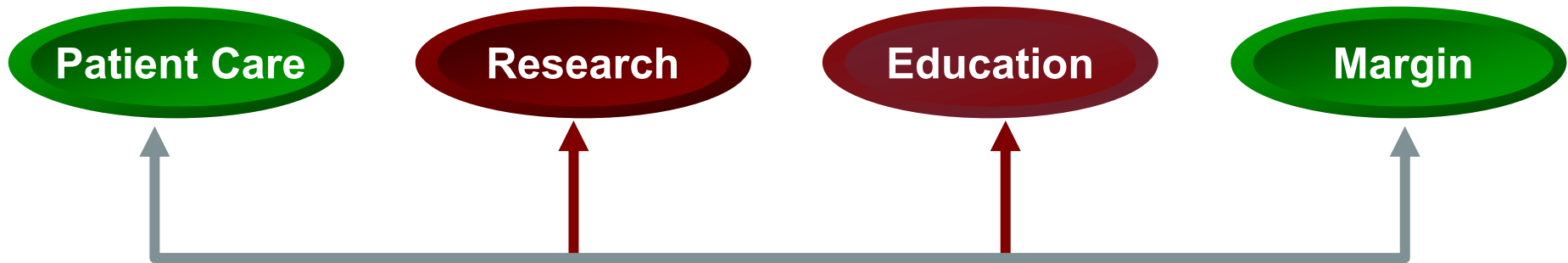




My Former Office



A Fundamental Rule in our Ecosystem (though not well understood)

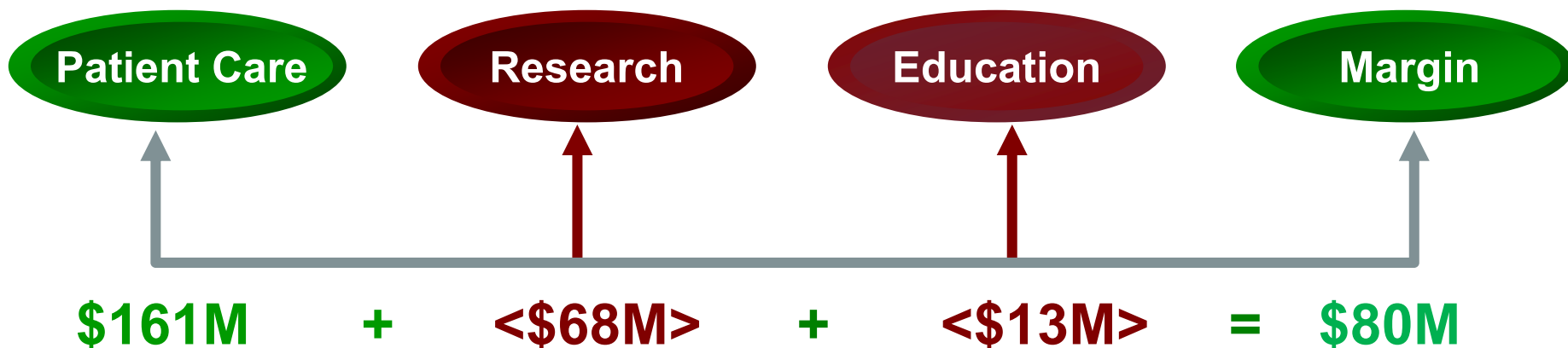


Clinical Enterprise cross-subsidies to Academics:

“80/20” Exceptions

- Secure large corporate sponsorship (e.g., Wash U)
- Grow renewable patent streams (e.g., NYU)

Interdependencies of Missions

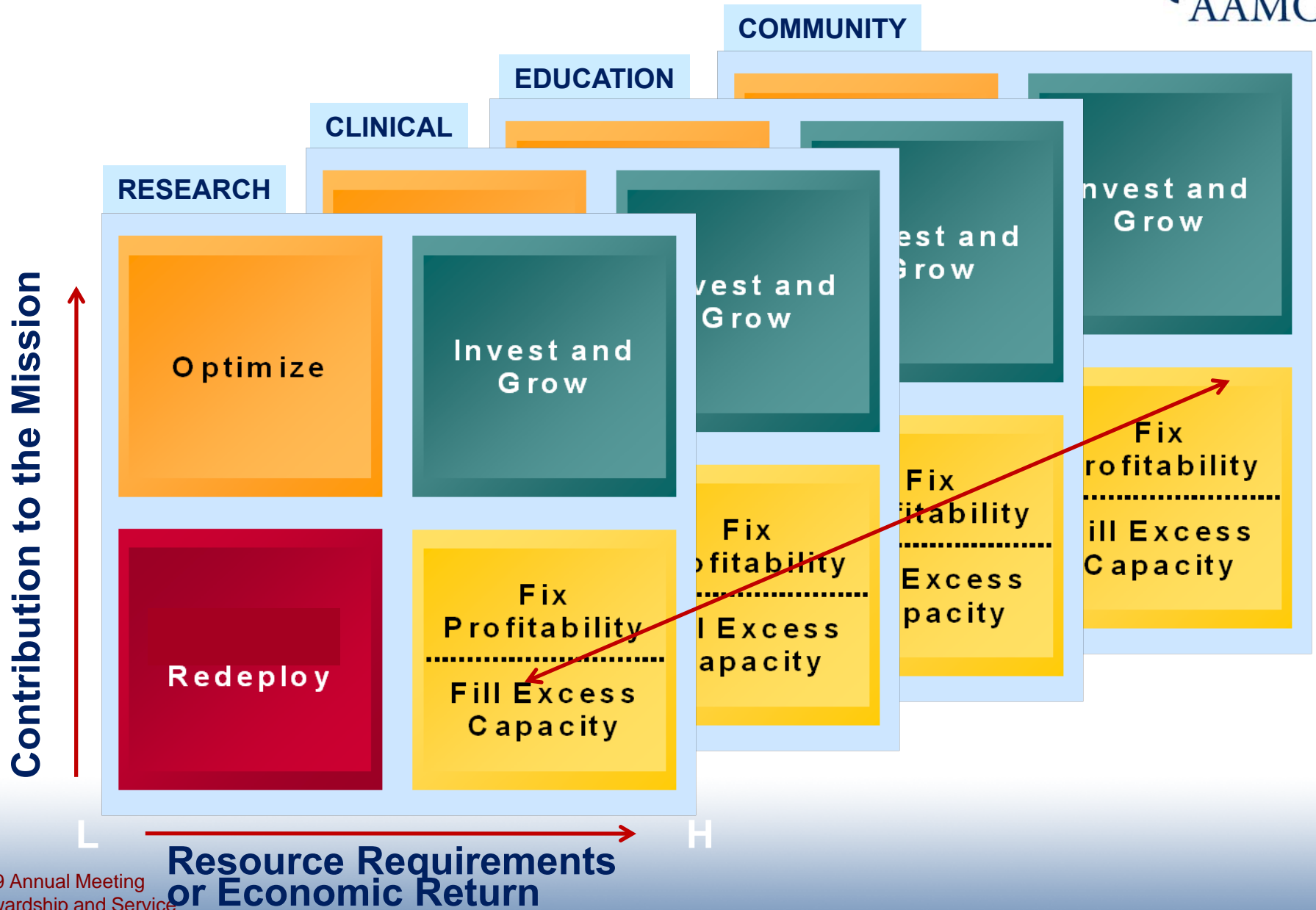


Clinical Enterprise cross-subsidies to Academics tend to be the rule:

"80/20" Exceptions

- Secure large corporate sponsorship (e.g., Wash U)
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Developing a "4-Box" Mentality



Implementing a Series of Difficult Choices



- PeriOp Flow
- Bed Capacity & Control
- Ambulatory Care
- Entire Labor Pool



- Cancer
- GI
- Advanced Surgery
- Neurosciences
- High Tech Imaging
- Highly Distinctive Programs

- Inpatient Psychiatry
- General Ophthalmology
- Low Risk Obstetrics
- General Medicine
- General Pediatrics
- Another 30 Gen Med Beds
- 8 ICU beds
- Emergency Dept Triage
- Faculty Attrition & Hiring

- Supply Chain
- Revenue Cycle

The UofC Challenge

- **Revenue is flat (+1-2%) against budget (+6%) (reflecting national trend)**
- **Key financial assumptions for recession**
 - **Estimated to continue for 3 years**
 - **Philanthropy flat at best; grants flat**
 - **Clinical revenue grows 6% rather than 18% over those 3 years**
 - **Return on endowment**
 - **FY09 -30%**
 - **FY10 0%**
 - **FY11 8%**
- **Effect of diminished endowment on financing critical investments**

ARTICLE

The Future-Oriented Department Chair

*R. Kevin Grigsby, DSW, David S. Hefner, MPA, Wiley W. Souba, MD, ScD, MBA, and
Darrell G. Kirch, MD*

Leveraging Chairs and Division Chiefs to Build a Culture that Gets Results

BY DAVID S. HEFNER AND WILEY W. SOUBA, MD, SCD, MBA

Questions?





Tomorrow's Doctors, Tomorrow's Cures

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