INTEGRATION SURVEY: FEEDBACK AND INSIGHTS

Attributes of an Integrated Academic Health System

- Respondents ranked training and education (89 percent), clinical research (87 percent) and physician leadership (83 percent) as the most important attributes of an integrated academic health system.
- When asked about other important attributes, respondents identified the following:
  - Cost-effective competitive care
  - Integration of research into patient care
  - Equal support for educational research and innovation compared to clinical or bench-top research
  - Engagement of all employees in the academic mission

Channels for Feedback and Integration Communications

- Most respondents (82 percent) had discussed integration at department meetings and a majority (55 percent) had either attended an open forum or viewed one online. Nearly half (44 percent) had spoken with a member of the integration work team. Just 8 percent had asked a question through the website.
- More than three-quarters of respondents (77 percent) had read the principles upon which the Letter of Intent is based.
- Most respondents prefer to receive integration-related information via email (82 percent) and department or division meetings (71 percent). Significantly fewer want to attend open forums (21 percent); qualitative responses noted scheduling challenges.

Open-ended Responses

The open-ended survey responses reflected the complexity of what we are working to achieve. Respondents raised questions about how to best balance the needs of different groups or aspects of the health care enterprise. This need to balance also highlights one of our greatest strengths which is the breadth and diversity of our organization. While our daily
work is focused on different areas the broad base of knowledge and experience this creates provides us with an incredible ability to make discoveries, educate future healthcare professionals, and care for patients in new and unique ways.

As one participant noted, “In achieving a successful merger, it is not only possible but necessary to value all areas of mission as they are all linked to improving health into the future.”

Responses also expressed apprehension about supporting integration without specifics. One person noted, “Ultimately there will be some leap of faith, but some concrete answers can be had.”

We heard loud and clear that you need more specifics before voting on this issue. When asked about what information was missing, responses ranged from general “everything” to more specific questions about:
- Exact roles for physician leaders
- Management structure
- Financial implications
- Organization charts
- Compensation
- The new CEO
- Roles and responsibilities
- Timing and the process itself

Many of these details we do not know right now as we are still negotiating with Fairview. However, as details are developed, we are committed to providing as much information as possible.

We understand the concerns. As one respondent noted, “I see this as absolutely necessary, yet there are many competing interests.” We agree. It is complicated and critically important. We are working to create a new and successful integrated academic health system. To reach our potential we need to get it right for our faculty, students, and patients.

Please visit the Integration site to access the Letter of Intent, Key Principles and other related information. Feedback and questions may be directed at any time to umphysicianscommunications@umphysicians.umn.edu.