What I Wish I’d Understood Before Transitioning to Institutional GME Administration: The 30,000 foot view

Nancy Parlapiano
Executive Director for Graduate Medical Education
McGaw Medical Center of Northwestern University
Disclosures

Why I want you to feel more confident than you may right now

November 2001

When hired as a fellowship Program Coordinator, I didn’t know:

- What a fellow was.
- What/who the ACGME was.
- The difference between GME and the ACGME.
- That it was okay to ask questions.
Program Coordinator Feedback

Among the most requested topics to address

Advanced GME Information
Funding
Policies
McGaw is an Illinois not-for-profit corporation that sponsors, administers, and supports Graduate Medical Education (GME).

McGaw is the administrative link to Northwestern University Feinberg School of Medicine and the hospitals that make up the training consortium.

McGaw is committed to fostering safe learning and well-being in a culture emphasizing the progressive evolution of GME training by ensuring excellent teaching, innovative research, and the personal and intellectual growth of its residents and fellows dedicated to the highest possible standards of clinical patient care in a diverse academic community.
McGaw is a consortium of 4 member hospitals and 5 clinical affiliate institutions.

Each institutional member of McGaw is an independent entity and maintains sole management of and control over its own funds, properties, operations, and affairs.

At the same time, each member has dedicated itself to the purposes of the McGaw Medical Center of Northwestern University and affirms its obligations thereof.
McGaw
What is it?

McGaw is a consortium of 4 member hospitals...

Northwestern Memorial Hospital
(includes Prentice Women’s Hospital)

Ann & Robert H. Lurie
Children’s Hospital of Chicago

Shirley Ryan AbilityLab

Jesse Brown VA Medical Center
What is it?

...and 5 clinical affiliates.

John H. Stroger, Jr. Hospital of Cook County
Swedish Covenant Hospital
McNeal Hospital
Northwestern Medicine Lake Forest Hospital
Northwestern Medicine Delnor Hospital
McGaw
What does McGaw do?

McGaw is a not-for-profit corporation that sponsors, administers, and supports GME.

What We Do
(just the basics)

• Program oversight

• Learning environment supervision

• Trainee stipend & benefits administration (budgeting, billing, disbursement)
McGaw
What does McGaw do?

**Trainee stipend & benefits administration**
(budgeting, billing, disbursement)

**Trivia:**
- McGaw has no money
- McGaw has no employees
- McGaw has no responsibility for clinical care

In essence, McGaw’s funding responsibilities boil down to its role as a financial pass-through between funding entities (hospitals/departments) and the trainees; via stipends and benefits.

Beyond those, monies received are utilized to support McGaw initiatives and administration (e.g. insurance, legal advisement, housestaff representative groups, accreditation-mandated activities, diversity & inclusion, recruitment, etc.).
How the Sausage Gets Made
The Basic Ingredients

How many trainees (FTEs) total for the AY?
To which site(s) will each resident rotate for how many days?
and
How many fellows per funding entity?

<table>
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<th>FELLOWS</th>
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### Funding obligation for each person/FTE:

- Stipend
- FICA
- Benefits
- Administration

#### McGaw

**Annual Budgeting**

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<tr>
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<th>PGY-1</th>
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McGaw
Annual Budgeting

Funding obligation for each **person/FTE:**

**Stipend**
Trainee payroll

**FICA**
Payroll tax

**Benefits**
401(k) match, Rx coverage, Health insurance, Dental insurance, Vision insurance, EAP, Parking subsidy, Childcare subsidy, Trainee wellness, Short-term disability, Long-term disability, Worker’s compensation

**Administration**
Staff salaries & benefits, Rent, Trainee NU credentials (NetIDs & Email), Faculty salary support, ACGME fees, Competency requirements, NRMP fees, New Innovations, Lab coats, Rent, Housestaff rep groups, Recruitment initiatives & materials, Simulation, Legal fees, Insurance expenses
Funding obligation for each person/FTE:

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4% OF BUDGET

96% OF BUDGET
Generally, funding for trainee effort comes in 2 flavors:

**Resident**
Typically provided by the hospital to which they rotate

**Fellow**
Typically provided by the Department in which the program exists
## Resident

Typically provided by the hospital to which they rotate

<table>
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<th>Trainee Name</th>
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<th>Rotation</th>
<th>Dates Allocated</th>
<th>Component</th>
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<td>2/1/2020 - 2/5/2020 (5)</td>
<td>GME Admin Fee</td>
<td>$8.10</td>
<td>$40.49</td>
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McGaw
Invoicing Funding Entities: Resident Effort

Resident
Typically provided by the hospital to which they rotate

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Fellow

Typically provided by the Department in which the program exists

Any flow of funds utilized to support fellow effort (e.g. grant, external financial sponsorship, inter-/intra-department exchanges, et al.) must be executed beyond McGaw’s processes.

The one common exception is fellow effort applied to the Jesse Brown VA Medical Center if the VA, McGaw, and Program have an already-established agreement for the VA to fund those experiences; be they rotation and/or clinic.
Select Policies
Those for which we receive the most inquiries
First things first...

Our Letter of Agreement for every McGaw-appointed trainee states that our website (mcgaw.northwestern.edu) serves as their GME Housestaff Manual.
Dear Dr. <<LastName>>:

The Department of <<SPECIALTY>> has reviewed your application and recommended your acceptance in the McGaw Medical Center of Northwestern University ("McGaw") <<Program>> Program (the "Program") at the postgraduate year <<CompensationStatus>> level of training from <<StartDate>> to <<EndDate>>. Although you may rotate to other hospitals during the Program, the primary site for your clinical training in the Program will be [HOSPITAL]. This hospital, and all other clinical training sites to which you rotate during the Program, are referred to herein collectively as "Affiliated Hospitals" and each individually as an "Affiliated Hospital".

The McGaw Graduate Medical Education Housestaff Manual (the "Manual") can be accessed via the GME website at [http://mcgaw.northwestern.edu/](http://mcgaw.northwestern.edu/). The Manual, which is incorporated herein by this reference, sets forth the terms and conditions of your appointment, including stipend, benefits, liability coverage, responsibilities, provided services, conditions for appointment and non-reappointment, grievance procedures and due process, leaves, duty hours, moonlighting, and counseling services. The Manual is also where you can find policies regarding physician impairment, sexual harassment, and program closure or reduction in complement. In the event of any conflict between this letter agreement and the Manual, the terms of the Manual shall prevail.

The term of this letter agreement is one (1) year commencing <<StartDate>>, unless your appointment is terminated earlier as proved herein. You may be considered for advancement to succeeding postgraduate years of training in the Program if your performance is judged to be satisfactory and you have complied with the Program’s requirements, but such advancement is not guaranteed. Your continuation in the Program beyond the current term of this letter of agreement requires a separate agreement for any succeeding training year, and will be determined by McGaw in its sole discretion.
Policies & Procedures

Be informed about policies that guide and protect McGaw Medical Center of Northwestern University, trainees and program staff.

- Addressing Housestaff Concerns and Grievances
- Board Eligibility
- Clinical Experience and Education (formerly Duty Hours)
- Compliance Tasks and ACGME Survey
- Conduct and Discipline of Housestaff Members
- Housestaff, Faculty, and Program Evaluation
- Examination Requirements
- Extension of Training Due to Leaves of Absence
- Hospital Policies
Policies and Procedures

Be informed about policies that guide and protect McGaw Medical Center of Northwestern University, trainees, and program staff.

- Internationally Funded Training
- Leaves of Absence
- Off-Cycle and Part Time Training
- Program Closure or Reduction in Complement
- Recruitment and Appointment of Housestaff
- Telemedicine
- Trainee File Requirements
- Trainee File Retention
Parental Leave following a single birth/adoption event
14 consecutive calendar days
McGaw Policies: Time Away from Training – Maternal Leave

Maternal Leave

McGaw supports trainees with growing families. Mothers in-training with McGaw who have given birth are entitled to six weeks off after delivery and may utilize up to 12 weeks FMLA.

Six-week leave: A maternity leave of six weeks begins with two weeks (14 calendar days total) of Parental Leave and is covered at full stipend. From there the trainee has options as to how the remainder of their six-week leave is composed. She may opt to use any or all sick and/or vacation days remaining for the academic year (up to four weeks at 100% of their typical stipend). The trainee who does not have sick time remaining and does not wish to apply vacation can conclude the balance of their six-week leave with short-term disability (STD) benefits which provides 60% of her usual stipend. Trainees should contact McGaw Payroll & Benefits to help plan their leave.

Six- to Twelve-week leave: Following their first six weeks of leave (see above), mothers may use a combination of any remaining vacation/sick days and/or unpaid leave to extend their time away from training up to 12 weeks. We encourage each trainee to contact McGaw Payroll & Benefits to discuss the best option for their family.

 Mothers who have exhausted their sick days for the academic year and not cleared by their physician to return to training after six weeks can either transition to or remain on STD until her physician certifies that she is capable of returning to duty. Trainees should contact McGaw Payroll & Benefits to discuss individual circumstances in order to determine their best options.

NOTE: If time off is necessary before delivery, sick leave is used first. A physician’s certification will be necessary in order to apply for STD. In the case of premature delivery or a prolonged NICU stay, trainees are encouraged to contact McGaw Payroll & Benefits to discuss their options.

The McGaw Benefits & Payroll must be promptly notified in advance of an anticipated birth or adoption date. The trainee will be provided a Request for Family and Medical Leave form which must be completed and approved by the Program Director. The form, notification requirements, and additional information regarding maternity leave are all available from McGaw Payroll and Benefits.
McGaw
Policies: Time Away from Training – Maternal Leave

Maternal Leave following a single birth/adoPTION event
6 weeks leave recommended minimum

• Begins with 14 calendar days of Parental Leave (100% of stipend)

• Following Parental Leave she has a choice of options for the remaining 4-10 weeks:
  • Utilize any or all vacation days remaining for the academic year (100% stipend)
  • Utilize any or all sick days remaining for the academic year (100% stipend)
  • If she has already utilized all sick days for the academic year, she can apply for short-term disability benefits (60% stipend)
McGaw policies: Time Away from Training – Maternal Leave

Maternal Leave

McGaw supports trainees with growing families. Mothers in-training with McGaw who have given birth are entitled to six weeks off after delivery and may utilize up to 12 weeks FMLA.

Maternal Leave following a single birth/adoption event

6 weeks leave recommended minimum

Additional leave beyond the first 6 weeks

• May use a combination of any remaining vacation/sick days and/or unpaid Family Medical Leave if ineligible for short-term disability.

• Those who have exhausted their sick days and have not been cleared by their physician to return to training can transition to or remain on short-term disability until certified to return.
Maternal Leave following a single birth/adoption event

6 weeks leave recommended minimum

Planning maternal leave is understandably complicated and personal.

If ever in need of additional guidance, please don’t hesitate to contact McGaw’s Payroll & Benefits team.

McGaw Payroll & Benefits
888-449-0016 | mcgawpayroll@ey.com
Sick Leave

Each housestaff member is allowed 10 days of paid sick leave per appointment year. The use of sick days is for the sickness or injury of the McGaw housestaff member or to care for sick or injured family members. Sick days may also be used for bereavement. All absences due to sickness or injury should be reported to the Program Director. Any injury or illness incurred as a result of activities directly related to the training assignment should be reported promptly to Payroll and Benefits at 888-449-0016 or mcgawpayroll@ey.com so that a workers’ compensation report may be filed. Disabling injury or illness extending beyond 10 days is covered by disability insurance and/or workers’ compensation. Sick leave does not accrue from one year to the next.

If a Housestaff member requires more than 10 sick days, then the Housestaff member will be eligible for short-term disability (STD). STD is paid at the rate of 60% of regular stipend. STD requires physician certification prior to or as quickly as possible following start of leave. Housestaff must personally arrange for STD with McGaw Payroll & Benefits. Failure to personally notify McGaw Payroll & Benefits will result in having to repay all overpaid funds. Additionally, the Housestaff member must personally update McGaw Payroll & Benefits with pending return to work date or need for additional time off. Short term disability will last a maximum of 90 days after which the trainee may apply for long term disability by contacting McGaw Payroll & Benefits. Short term and long term disability will be used for leaves that are either trainee initiated or implemented as the result of a fitness for duty evaluation mandated by McGaw.

Trainees will be released from clinical duties to go to doctor appointments with appropriate frequency. Trainees should notify the program of scheduled appointments as early as possible to allow for coverage. For some health issues that require frequent appointments, leave may be required to accommodate scheduling.

10 days sick leave per appointment year.
Sickness/injury of self or immediate family member
Bereavement

Sick time does not accrue from one AY to the next.
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**10 days sick leave per appointment year.**
May be eligible for additional coverage for sickness/injury of self.

**Sick time does not accrue from one AY to the next.**
Trainees must be released for appointments with their doctors with appropriate frequency as determined by (and coordinated with) their program.
Utilization of these allowances is independent of their sick or vacation banks.

Sick time does not accrue from one AY to the next.
Housestaff members receive three weeks of paid vacation in the PGY-1 year and four weeks of paid vacation per year for the PGY-2 and subsequent training years. Vacation time cannot be accrued and carried over to the following year of training. Vacations should be scheduled and approved by the Program Director; changes also must be approved by the Program Director. To encourage wellness and well-being, all housestaff are expected to use all vacation days each year.

Terminal vacations, that is vacations taken at the conclusion of one’s program in order to hasten the date of program completion, require written approval of the Program Director and notification of the GME office.

Total utilization of Vacation Leave is mandatory for every trainee during each of their academic years with McGaw unless prohibited by their specialty board.

- **PGY1** = 3 weeks
- **PGY2 and above** = 4 weeks