



## Advocacy in Action: AIAMC Members Lead Academic Enterprise Growth

*Jennifer “JJ” Carmody, CPA, Director of Health Policy and Government Relations,  
Billings Clinic (<100 residents)*

*James Campbell, MD, President, CAMC Institute for Academic Medicine (100-300  
residents),*

*Ted O’Connell, MD, Director of Medical Education – Institute for Medical  
Education, Kaiser Permanente Northern California (>300 residents)*



# Themes

- Sponsoring institutions: recruitment and retention of trainees and graduates
- GME gap between workforce needs (now) and sustained support for programs (future)
- Mergers and acquisitions and impact on GME
- Training sites and preceptors in clinical environments that are changing
- Use of consultants and strategic planning
- Planning for growth
- Explaining GME value (to the C-suite, stakeholders?)
- Leveraging federal, state and local legislators (what are their perceptions and biases)

# Timeline

## BILLINGS CLINIC

1996

Montana Family  
Medicine  
Residency begins  
Montana's first  
residency program.  
  
Shared Residency  
Program  
  
18 Residents

2011

Billings Clinic is  
awarded 18  
Residency slots  
utilizing CMS  
section 5503  
process

2014

BC begins first  
class of Internal  
Medicine  
Residency – MT's  
first IM residency  
  
18 Residents

2019

BC enters into  
agreement with  
University of  
Washington to  
create Psychiatry  
Residency Training  
Track – Yr 1  
Residents start in  
Seattle  
  
12 Residents

2021

First UW  
Psychiatry  
Residents begin  
Yr3 training in  
Billings

2023

BC receives  
accreditation for  
its own Psychiatry  
Residency  
  
12 Residents  
  
First UW  
Psychiatry  
Residents graduate

2024-  
2026

First BC Psychiatry  
Residents begin  
  
**2026 Residents**  
  
**MFMR = 27**  
  
**IMR = 28**  
  
**UW Psych=5**  
  
**BC Psych = 6**

## KEY ADVOCACY LEVERS

Partial Funding  
secured through  
MT Office of Higher  
Education

Partnered with  
State Legislature,  
OCHE & Dept of  
Health Human Svs  
(DPHHS) to  
leverage and  
expand existing  
funding

Funding secured  
through charitable  
trust to support  
program startup

No Medicare Funding for  
additional residents,  
worked with OCHE,  
DPHHS and state  
legislature to secure  
Medicaid \$

New program residents  
eligible for Medicare IME only

Section 126  
residency slots  
successfully  
submitted for 2025  
&2026 to cover new  
program – additional  
funding increase  
from state

# Timeline

## CAMC INSTITUTE FOR ACADEMIC MEDICINE

1972

**WVU – Affiliation:**

WVU School of Medicine Charleston Campus established. One of the first regional health sciences campuses in the nation

1997

**CHERI Formed:**

CAMC Health Education and Research Institute created to be CAMC education and research division home

2017

**Academic Growth Plan Initiated:**

Strategic Plan to become a system wide integrated Independent Academic Medical Center initiated

2022

**Vandalia Health:**

CAMC and Mon Health System merge forming Vandalia Health.

17 Hospital System

2023

**Center for Learning and Research:**

Our new home, a state-of-the-art simulation, research and education center, opened. CMS Rural Designation obtained

2026

**CAMC Medical Staff Bylaws Revision:**

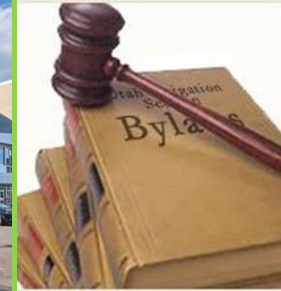
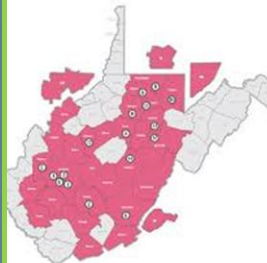
The Medical Staff voted for revision of the bylaws to elevate academic Chairs to medical staff leadership

CURRENT STATE

- 23 ACGME accredited programs. 272 residents/fellows
- Offices of Faculty and Student Affairs
- A&P process
- APP Fellowships



**SCHOOL OF MEDICINE**



# Timeline

## KAISER PERMANENTE NORTHERN CALIFORNIA

1945

KP founded by Dr. Sidney Garfield and Henry Kaiser.  
Garfield quote



1946-  
1947

IM program in Oakland  
OB-Gyn Oakland 1947



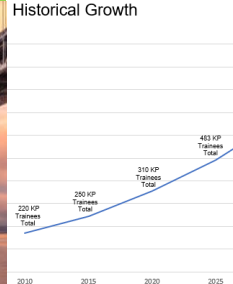
1950-  
2009

IM in SF 1956  
Pediatrics Oakland 1957  
OB-Gyn in SF  
IM and OB-Gyn in Santa Clara  
ENT in Oakland 1969



2010-22

Growth from 220 to 483 trainees  
Family Medicine  
Psychiatry  
EM  
Fellowships



2023

483 trainees  
Next strategy for growth  
SBAR



2024-  
2025

External consultant  
Internal readiness survey  
Final prioritization

KAISER PERMANENTE | Northern California Institute for Medical Education

We are committed to developing transformative medical educators who shape the future of health care education through their teaching excellence.

2026

Funding  
Shared revenue model  
Enterprise council  
Data sharing  
Institute



# Themes

- Sponsoring institutions: recruitment and retention of trainees and graduates
- GME gap between workforce needs (now) and sustained support for programs (future)
- Mergers and acquisitions and impact on GME
- Training sites and preceptors in clinical environments that are changing
- Use of consultants and strategic planning
- Planning for growth
- Explaining GME value (to the C-suite, stakeholders?)
- Leveraging federal, state and local legislators (what are their perceptions and biases)