Effort Reporting Toolkit

Overview

All faculty and staff across the Medical School must certify 100% of their effort yearly. The certified faculty effort is used to ensure:

- **Compliance with Federal Guidelines** - All faculty must certify their effort to comply with the OMB A-21, which states that any individual that accepts federal dollars has an accurate and certified record of their effort each year.

- **Appropriate Medicare Reimbursement** – The health system’s Medicare reimbursement is based in part on reported effort.

- **Accurate Measurement of Faculty and Department Performance** – Faculty effort will be used to understand how faculty are spending their time across the different parts of the mission.

Important Concepts:

1. Faculty must certify 100% of their effort each year (regardless of their FTE status). Faculty should not certify effort that is unrelated to the University (e.g., external consulting).

2. Faculty and staff effort is measured as a percentage of time, not as an amount of time (e.g., 100% effort does not equate to 40 hours per week or 50 hours per week).

   If a faculty or staff member is teaching a course that requires 6 hours per week and that faculty member reports 5% of effort doing didactic teaching, he should be able to show that he works an average of 120 hours per week.

3. The Medical School threshold for reporting any activity is 1%. 1% of effort should equate to a minimum of 20 hours per year.

4. Division and department leadership must set and communicate faculty expectations related to effort at the beginning of each year and if / when effort must change during the year. Leadership is also responsible for ensuring faculty accurately complete and certify their effort each year.

5. Effort reporting is not an exact science – our faculty and staff complete many concurrent activities (e.g., teaching while delivering patient care or completing research). Reasonable estimates are expected, but all faculty and staff are expected to follow the rules below.
Setting Expectations for Effort

Department leadership (Chairs and Chiefs) will be responsible for proactively setting and communicating the amount of research, teaching, clinical, administrative and “other” effort allocated to each faculty member. Faculty expectations should be set each year during the faculty annual review process and if / when a faculty member’s effort changes (e.g., the faculty member receives a new grant or is assigned a new administrative role).

Department leaders may assign the following types of effort:

- **Research Effort** –
  - The amount of externally funded research effort should align with the grants received.
  - Any additional effort that is not funded by grants should be allocated as “Departmental research”. Department leadership should establish and document the expectations and duration for the departmentally funded research, including the expected productivity (grants submitted, papers approved, etc.).

- **Teaching Effort** – Teaching effort should only be assigned to faculty and staff who are expected to do non-clinical, didactic instruction for students (medical students, graduate students, graduate medical students or other students). The amount of effort should align with the time required to support the didactic education.

- **Administrative Effort** –
  - Department leadership should assign administrative effort to faculty and staff members who have positions with clearly defined job descriptions, performance expectations and agreed upon funding sources. Faculty should understand the type of administrative effort (departmental, GME, medical school, hospital or UMMG / ACU) and the scope and expectations for their assigned role.
  - Department leadership may choose to assign small amounts of administrative effort for faculty or staff who support departmental, hospital or community service or citizenship. Notably, this effort should be recorded as “Michigan Medicine Service”.

- **Professional Development** – Faculty and staff should all be given a certain amount of effort for professional development. The amount of effort is based on chair discretion.

- **Contracted Services** – Faculty should be given specified amounts of effort if their department or division has a contract for their non-clinical services.

- **Clinical** – Faculty should be given their expected percentage of clinical effort at non-UM sites (including the VA and PSAs) as well as UM sites (calculated as 1 minus all other types of effort). In addition, faculty should be given their expected clinical time associated with the percentage of effort (number of sessions and/or OR days per week, number of on-call shifts, etc.).
Who is required to certify effort?

In order to determine if an employee will need to certify, they must meet any of the following criteria across their Department Budget Earning (DBE) row:

1. Any sponsored activity (Funds 20000 or 25000)

OR

2. More than one functional activity (subclass) when fund is (10000, 30000, 40000, 50000-59999)
   a. Use roll-up (M_HR_COST_POOL) table to determine if they are in different cost pools.
   b. They must have more than one functional activity occurring at the same time.

OR

3. Any Cost Sharing accounts

OR

4. Any shortcode that contains a class code in the range of 31101-31108

If any of the above criteria are met, the employee’s effort will need to be certified.
Recording Effort: Class Code List

Faculty and staff will record their effort using the following list of 19 class codes. These codes should capture a significant portion of faculty effort. However, there may be specific examples when a faculty member’s effort does not fit within the 19 listed class codes. Additional detail is provided in subsequent sections for faculty effort that does not fit in these categories.

<table>
<thead>
<tr>
<th>Category</th>
<th>Class Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>22000</td>
<td>Externally Funded Organized Research</td>
</tr>
<tr>
<td>Research</td>
<td>16000</td>
<td>Externally Funded Training Research</td>
</tr>
<tr>
<td>Research</td>
<td>21000</td>
<td>Departmental Research</td>
</tr>
<tr>
<td>Instruction – Non-Clinical</td>
<td>11000</td>
<td>Academic Instruction- Graduate Students and Other</td>
</tr>
<tr>
<td>Instruction – Non-Clinical NEW</td>
<td>11010</td>
<td>Academic Instruction- Graduate Medical Education</td>
</tr>
<tr>
<td>Instruction – Non-Clinical NEW</td>
<td>11030</td>
<td>Academic Instruction– Medical Students</td>
</tr>
<tr>
<td>Admin</td>
<td>11100</td>
<td>Department Administration</td>
</tr>
<tr>
<td>Admin- NEW</td>
<td>11110</td>
<td>Graduate Medical Education Administration</td>
</tr>
<tr>
<td>Admin</td>
<td>46000</td>
<td>Medical School Administration</td>
</tr>
<tr>
<td>Admin</td>
<td>31103</td>
<td>Hospital Administration</td>
</tr>
<tr>
<td>Admin- NEW</td>
<td>11120</td>
<td>UMMG and ACU Administration</td>
</tr>
<tr>
<td>Clinical</td>
<td>31101</td>
<td>Patient Care Billed through University of Michigan</td>
</tr>
<tr>
<td>Clinical</td>
<td>31108</td>
<td>Patient Care- Not Billed by UM (e.g., VA, PSAs)</td>
</tr>
<tr>
<td>Clinical</td>
<td>31102</td>
<td>Patient Care with House Officers (ACGME Residents and Fellows)</td>
</tr>
<tr>
<td>Clinical</td>
<td>31107</td>
<td>Patient Care while Teaching Allied Health Professionals</td>
</tr>
<tr>
<td>Clinical- NEW</td>
<td>11020</td>
<td>Patient Care with Medical Students</td>
</tr>
<tr>
<td>Other</td>
<td>46100</td>
<td>Academic Professional Development</td>
</tr>
<tr>
<td>Other</td>
<td>31000</td>
<td>Non-Clinical Contracted Services</td>
</tr>
<tr>
<td>Other- NEW</td>
<td>11130</td>
<td>Michigan Medicine Service - Department or health system support</td>
</tr>
</tbody>
</table>
Recording Effort: Class Codes Definitions and Examples

Research: Sponsored Projects & Internal Organized Research

Faculty and staff with effort on grants or designated department research should record their effort using the research codes.

**Primary Codes** - Most of the faculty research effort will fall within the following categories:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 22000  | Externally Funded Organized Research| Sponsored research grants        | • Sponsored research grants (R, K, P, U, etc.)  
• Peer reviewed internal awards  
• Mentoring students or post-doctorates in support of the grant-funded research |
| 16000  | Externally Funded Training Research | Externally funded training programs | • National Research Service Awards (NRSA)  
• NIH awards for training (T32) |
| 21000  | Departmental Research               | Institutionally funded research or scholarly activity | • Grant writing  
• Pilot studies  
• Start-up research  
• Research being supported by bridge funding |

**Additional Codes** - Select faculty may require the use of the following additional codes:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>22100</td>
<td>Off-Campus Organized Research</td>
<td>Research activities performed in facilities neither owned nor leased by the University</td>
<td>• Sponsored research performed at the VA.</td>
</tr>
<tr>
<td>31200</td>
<td>Clinical Trials – Site Activity</td>
<td>Includes activities funded by an external sponsor when the University is contracted as a participating clinical trial site of a multi-site protocol for a human trial</td>
<td>• Participant enrollment and follow-up</td>
</tr>
<tr>
<td>31000</td>
<td>Other Sponsored Activity</td>
<td>(See explanation of 31000 at bottom of document for Other Sponsored Activity)</td>
<td></td>
</tr>
</tbody>
</table>
**Teaching**: Faculty and staff who support didactic, “pure teaching” of medical students, residents, fellows or other students should use the codes below. These codes *should not* be used to support teaching in the clinical setting or teaching in the lab.

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 11000  | Academic Instruction Outside of Clinical Setting – Graduate Students and Other | Teaching within or outside of the Medical School not otherwise classified | • Preparing and giving CME  
• Teaching within LSA or other schools  
• Teaching graduate or post-LSA coursework, graduate or post-graduate student mentorship  
• Classroom teaching of Allied Health Professionals |
| 11010  | Academic Instruction Outside of Clinical Setting – Residents / Fellows    | Teaching ACGME residents or fellows outside the clinical setting         | • Delivering lectures,  
• Preparing and delivering evaluations  
• Mentoring residents and fellows |
| 11030  | Academic Instruction Outside of Clinical Setting – Medical Student      | Teaching medical students outside the clinical setting                   | • Preparing for didactic teaching  
• Delivering classroom lectures or student conferences  
• Providing student mentorship  
• Preparing and giving student evaluations |
**Administration**: Only faculty and staff with clearly defined job descriptions, performance expectations and agreed upon funding sources should be assigned administrative effort. These faculty can use the following codes.

**Primary Codes** - Most of the faculty administrative effort will fall within the following categories:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 11100  | Department Administration    | Operations of the department and division/section, including budgeting, faculty recruitment and management, etc. | Example Role:  
  - Chair or Vice Chair  
  - Division Chiefs  
  - Fellowship Director for non-ACGME accredited program |
| 11110  | GME Administration          | Administration of Residency and Fellowship programs                       | Example Role:  
  - Residency or fellowship program director for ACGME-accredited programs |
| 1111X  |                             |                                                                           |                                                                         |
| 46000  | Medical School Administration| Medical School leadership and education administration roles               | Example Role:  
  - Dean or Assistant Dean  
  - Clerkship director  
  - Course director  
  - Individuals supporting curriculum design with effort |
| 31103  | Hospital Administration      | Hospital administrative roles or responsibilities                         | Example Role:  
  - Service chief  
  - MPIan Medical Director  
  - Chief Clinical Officer |
| 11120  | UMMG and ACU Administration  | UMMG or management of ACUs                                               | Example Role:  
  - ACU Medical Director  
  - Site Director |
| 1112X  |                             |                                                                           |                                                                         |

**Additional Codes** - Select faculty may require the use of the following additional codes:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 31104  | Transplant Administration    | Pre-transplant administration relating to the identification of potential solid organ donors and/or recipients. | Example Role:  
  - Transplant director  
  - Transplant clinic administrator |
| 31105  | Rehabilitation Administration| Administration of the rehab unit                                         | Example Role:  
  - Unit director |
| 31106  | Psychiatry Administration    | Administration of the psychiatry unit                                     | Example Role:  
  - Unit director |
**Clinical**: Faculty who see patients should use the following codes.

**Primary Codes** - Most of the faculty clinical effort will fall within the following categories:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 31101 | Patient Care Billed through UM      | Provision of patient care at UM and ambulatory sites including preparation and follow-up activities | • Includes reviewing records, taking notes / dictation, doing consultations, follow-up and coding  
• Can include clinical teaching of non-ACGME individuals |
| 31108 | Patient Care - Not Billed by UM     | Provision of patient care at non-UM locations. Includes any clinical care through a contract in which U-M does not bill payers or patients for the service. | Contracted effort at:  
• Veterans Affairs  
• Outreach clinics through PSAs  
• Offsite autopsies |
| 31102 | Patient Care with House Officers    | Teaching while delivering patient care (can include clinical teaching of ACGME residents or fellows) | • Includes house officer/fellow teaching while in clinic or inpatient service |
| 11020 | Patient Care with Medical Students  | Teaching medical students while delivering patient care                   | • Includes medical student teaching only                                  |
**Other**: All faculty are expected to have professional development time. Faculty may also use non-clinical contracted services time or service / citizenship time. The threshold for effort reporting will continue to be 1%.

**Primary Codes**—Most of the “other” effort will fall within the following categories:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 46100 | Professional Development                  | Formally organized activities that provide faculty with opportunities for personal/professional growth and development. | • Continued medical education  
• Attendance at national, society, and internal/external educational conferences, seminars  
• Reading of professional journals |
| 31000 | Non-clinical Contracted Services          | Services that the University or Department provides under an external contract that are not captured in other activities | • BCBS quality initiative, state medical director for behavioral health, publication editor, sponsored non-research activities (incl. agreements solely for advisory boards, registry development, purchase of university support services) |
| 11130 | Michigan Medicine Service - Department or health system support | Services funded by the department to support activities that benefit the department, the health system, the Medical School, the University or the community | • Interviewing residents  
• Committee participation  
• Faculty meetings  
• Completing mandatories  
• Certifying effort  
• Reviewing new CMS rules  
• Other misc. employee duties |

**Additional Codes**—Select faculty may require the use of the following additional codes:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 1110X | Indirect Cost Recovery Excluded Expenditures | Based on federal government regulations when the University prepares the indirect cost report, the following activities must be coded 1110X. This assures that these activities are excluded from the appropriate categories in the cost report. | • Specific activities include philanthropic activity, dinners/outings and meeting with potential donors, working on the alumni newsletter, alumni relations, membership on honor/award committees, fund-raising, lobbying and public relations.  
• Any Chair, Division Chief, Associate Chair or faculty member participating in these activities must allocate effort to this category. |
| 31100 | Other Institutional Activity               | Participation by faculty sponsored by the University or a combination of the University and external sponsor related to professional societies, journal activities, or serving | • Conference planning, service on a board of directors, editorial responsibilities, service for professional societies, lab directors for non-UM facilities, global reach activities, and volunteering activity. |
| as a medical director of a laboratory or an external facility. |  |