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Critical Care: UC Libraries and Hospital Mergers & Aquisitions

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Publication Date

2025-10-22

Supplemental Material

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Critical Care: UC Libraries and Hospital Mergers & Acquisitions

Sarah McClung, UC San Francisco
Zemirah Ngow, UC San Diego
Hector Perez-Gilbe, UC Irvine



**Standing Up
& Standing Out:**
Libraries During Turbulent Times

Presentation outline

- Brief overview of hospital mergers & acquisitions (M&As)
- Recent UC hospital acquisition activity
- Impacts on library collections
- Non-collections library impacts
- Negotiation & licensing preparation
- Advocacy
- Audience participation

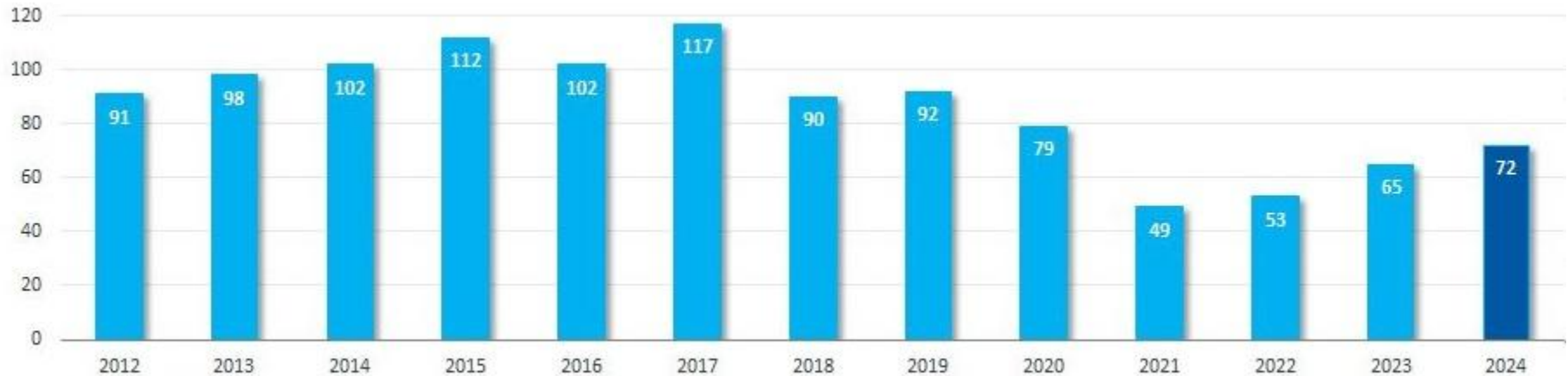
Brief intro to hospital M&As

- M&As are processes that hospitals use to strategically increase size, reach, & market power while reducing costs & improving services
- Merger:
 - 2 or more hospitals combine into a single, new legal entity
- Acquisition:
 - 1 hospital purchases and absorbs another into its existing organization
- Number of health systems over time:
 - 2016: 626
 - 2023: 404
 - 2024: 397

Source: [American Hospital Association \(AHA\) Statistics](#)

Brief intro to hospital M&As

- Trend of M&As over time
 - after a low during COVID, hospitals are approaching pre-COVID M&A numbers



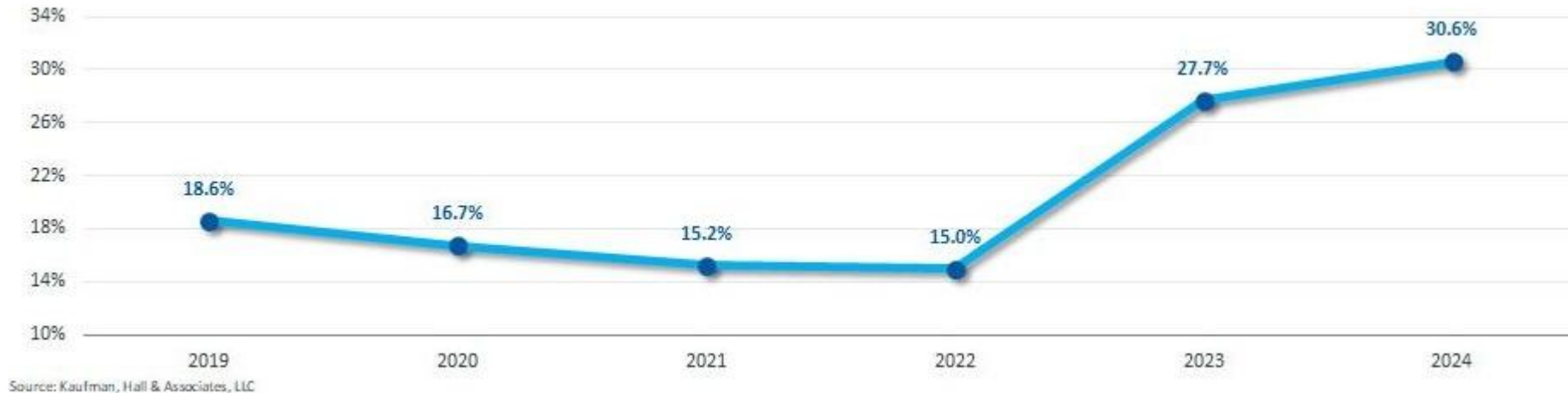
Source: Kaufman, Hall & Associates, LLC

Source: [Kaufman Hall 2024 research report](#)



Brief intro to hospital M&As

- % of financially distressed organizations seeking a partner continues to grow
- In 2024, 30.6% of M&As involved a financially distressed seller

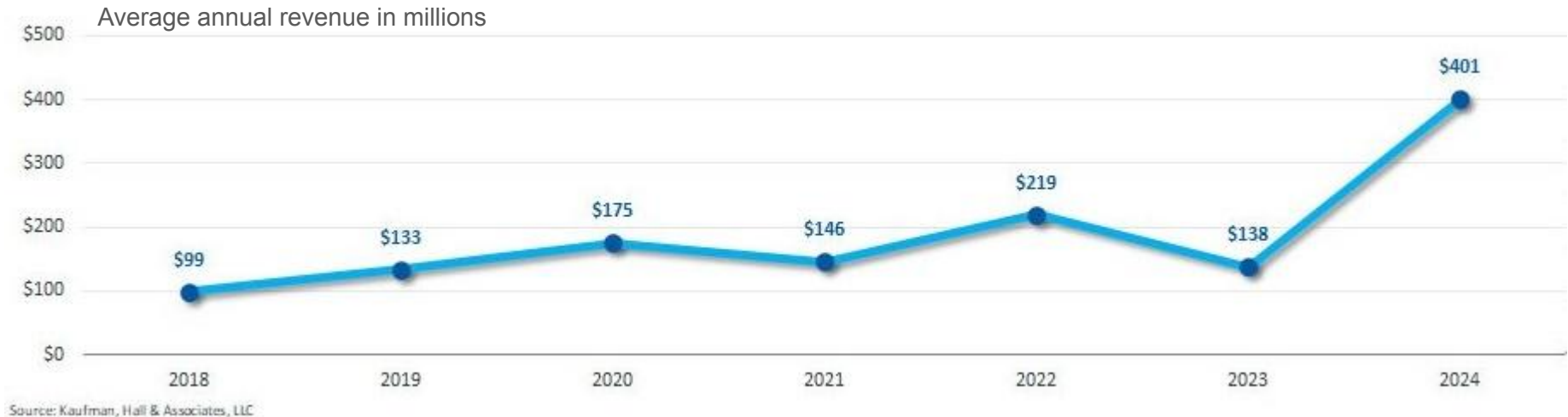


Source: [Kaufman Hall 2024 research report](#)



Brief intro to hospital M&As

- Financially distressed organizations significantly larger in size in 2024
- Suggests that financial & operational challenges are increasing in scale

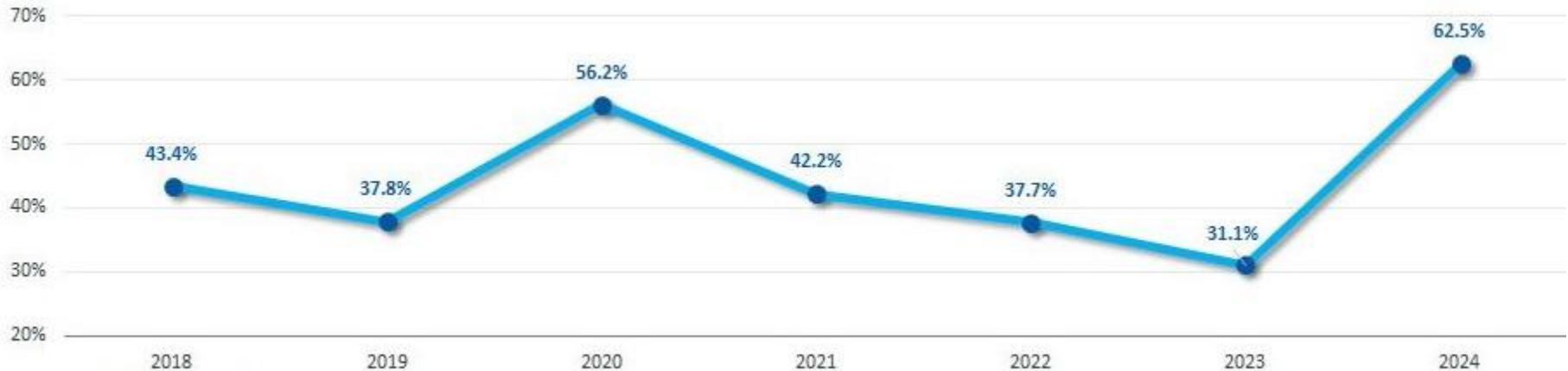


Source: [Kaufman Hall 2024 research report](#)



Brief intro to hospital M&As

- 62.5% of 2024 M&As involved divestiture (health system/governmental entity selling off portion of assets)
- Record high, major contributor to acceleration of reorg of regional markets



Source: Kaufman, Hall & Associates, LLC

Source: [Kaufman Hall 2024 research report](#)



Brief intro to hospital M&As

- Hospital bankruptcies
 - 2019-2022: average of 42 filings per year
 - 2023: 79
 - 2024: 57

Source: [Gibbins Advisors](#)

Hospital M&As Direct Impact on UC Libraries

Recent UC hospital acquisition activity

- UCSF: added 3 hospitals
 - Children's Hospital Oakland (renamed UCSF Benioff Children's Hospital Oakland): 163 staffed beds
 - Saint Francis Hospital (renamed UCSF Hyde Hospital): 239 staffed beds
 - St. Mary's Hospital (renamed UCSF Stanyan Hospital): 110 staffed beds
- UCSD: added 1 hospital
 - Added Alvarado Hospital (East Campus): 302 staffed beds
 - Discussion pending on new joint powers agreement for Palomar Health
- UCI: added 4 hospitals and Irvine Campus Medical Center
 - UCI Fountain Valley: 400 staffed beds
 - UCI Lakewood: 172 staffed beds
 - UCI Los Alamitos: 172 staffed beds
 - UCI Placentia Linda: 114 staffed beds
 - UCI Irvine Medical Center: 144 staffed beds

Locations & Directions | UCSF Health

We offer award-winning care in many regions of Northern California, so you can access the best of UCSF Health close to home. Find a location that's convenient for you.



Parnassus

400 Parnassus Ave.
San Francisco, CA 94143
📞 (415) 476-1000

[📍 Get directions](#)

Locations & Directions | UCSF Health

Map

Satellite

Search clinics & locations



Parnassus

 Hospitals & Clinics ⓘ

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San Francisco, CA 94143

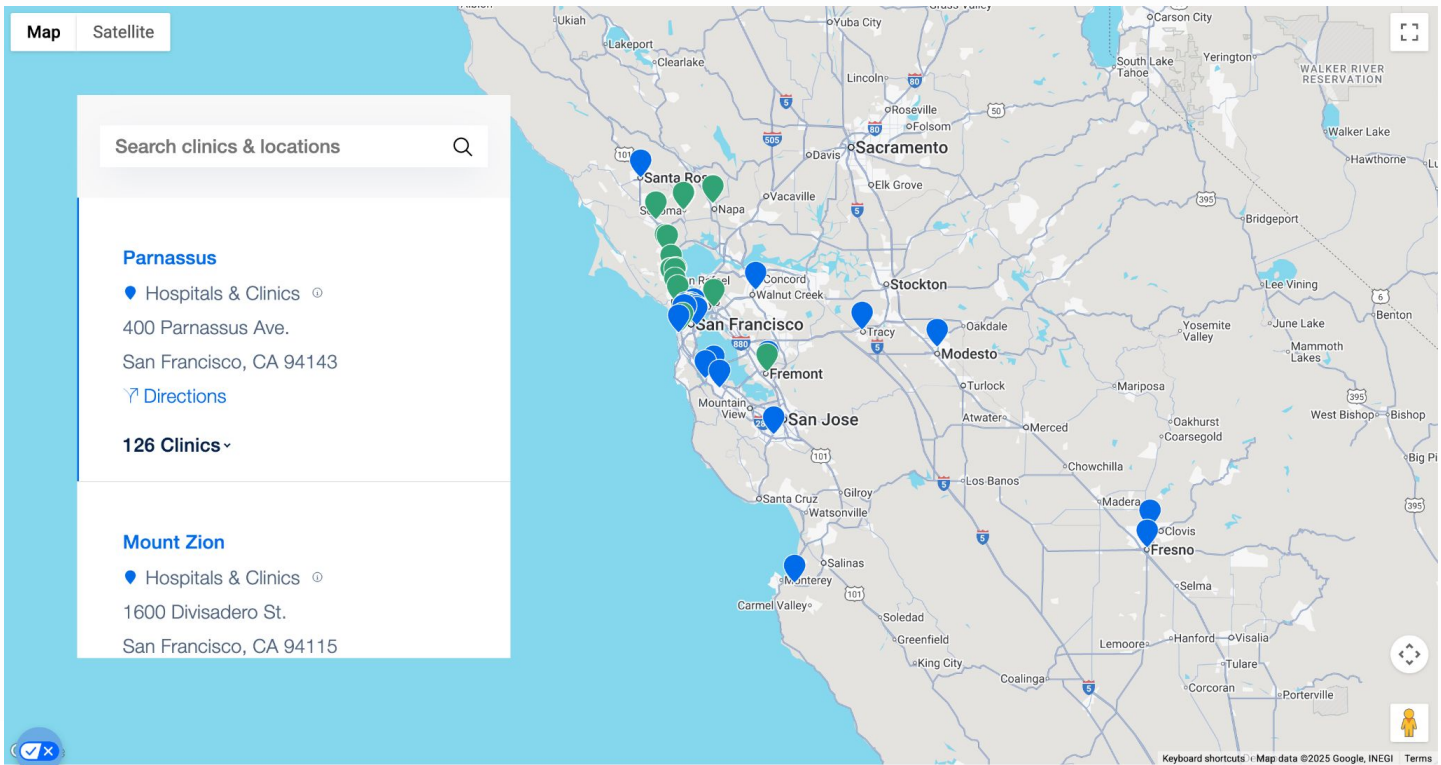
[Directions](#)

126 Clinics ▾

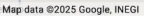
Mount Zion

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Questions?

Contact [Office of The Chancellor](#)

Saint Francis and St. Mary's Are Joining UCSF Health

by [Suresh Gunasekaran](#) • February 5, 2024

UCSF Health has signed an agreement with Dignity Health to acquire Saint Francis Memorial Hospital and St. Mary's Medical Center, along with associated outpatient clinics.

<https://www.cbsnews.com/sanfrancisco/news/ucsf-health-st-marys-saint-francis-hospitals-join-system/>

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[Health](#)

St. Mary's and Saint Francis hospitals officially join UCSF Health system

Updated on: August 5, 2024 / 9:44 AM PDT / CBS/Bay City News Service

St. Mary's and Saint Francis hospitals have officially become a part of the UCSF Health nonprofit health system, according to the health system.

The two hospitals, now UCSF Health Saint Francis and UCSF Health St. Mary's, will maintain their existing services, ensuring patients have local access for their primary and specialty care needs, and UCSF Health will retain the employees of both hospitals, the health system said Thursday.

The development means that 1,800 teammates and community physicians will join the nonprofit health system.

"This is an exciting day and an exciting opportunity to build a more equitable, accessible system of care for all patients in our community," Shay Strachan, interim president of the UCSF Health Affiliates Network, said in a statement.

Strachan will have executive oversight over the two hospitals.

<https://chancellor.ucsf.edu/news/saint-francis-and-st-marys-are-joining-ucsf-health>

Facts at a Glance



Become a Patient

How to switch your care to UC San Diego Health



For Referring Physicians

Transfers, referrals and consultations

UC San Diego Health fulfills a special and important role in San Diego. At the region's only academic medical center, our doctors take care of the sickest and most complex patients, conduct research to advance medicine and train the next generation of physicians.

Hospitals and Major Facilities

UC San Diego Health offers inpatient and specialty care, as well as primary, Urgent Care and Express Care at clinics conveniently located throughout the San Diego region.

- [Hillcrest Medical Center](#) (381 beds)
- [Jacobs Medical Center](#) (364 beds)
- [Sulpizio Cardiovascular Center](#) (54 beds)
- [East Campus Medical Center](#) (302 beds)
- [Shiley Eye Institute](#)
- [Moore's Cancer Center](#)
- [Koman Family Outpatient Pavilion](#)
- [McGrath Outpatient Pavilion](#)

Hillcrest Medical Center, Jacobs Medical Center, Sulpizio Cardiovascular Center and East Campus Medical Center have a combined capacity of 1,101 beds.

Regional Services

UC San Diego Health is a referral center for complex, specialty care that is beyond the breadth and scope of most community hospitals:

- Area's only Regional Burn Center, serving San Diego, Imperial and Riverside counties, as well as portions of Arizona
- Region's first Level I Trauma Center

<https://health.ucsd.edu/about-us/facts-glance/>



Facts at a Glance



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Academic Enterprise

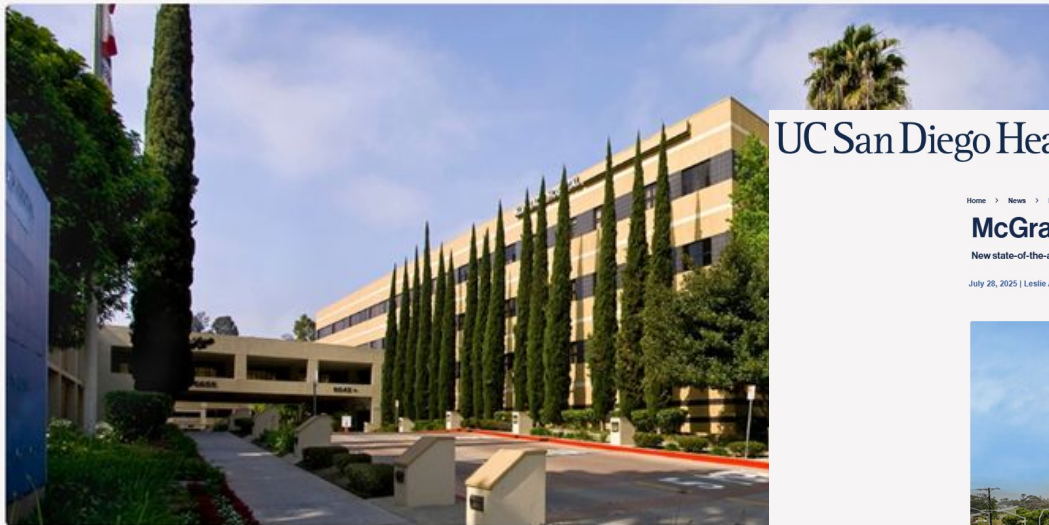
UC San Diego Health Sciences has:

- 3 professional schools: UC San Diego School of Medicine, Skaggs School of Pharmacy and Pharmaceutical Sciences, and Herbert Wertheim School of Public Health and Human Longevity Science
- 20+ graduate degree programs: Includes master's and doctoral programs, as well as joint programs with San Diego State University
- 1,700+ faculty members
- 3,000+ students, postdocs, residents and fellows

<https://health.ucsd.edu/about-us/facts-glance/>

UC San Diego Health Welcomes New Hospital to Network of Care

Alvarado Hospital Medical Center and UC San Diego Health Join to Better Serve Community



The Regents of University of California approved UC San Diego Health to purchase Alvarado Hospital Medical Center, a 302-bed acute care hospital in

<https://health.ucsd.edu/news/press-releases/2025-07-28-mcgrath-outpatient-pavilion-opens-at-uc-san-diego-health/>

<https://health.ucsd.edu/news/press-releases/2023-10-10-uc-san-diego-health-welcomes-new-hospital-to-network-of-care/>

UC San Diego Health

Primary & Specialty Care ▾ Doctors Loc

McGrath Outpatient Pavilion Opens at UC San Diego Health

New state-of-the-art facility at Hillcrest medical campus expands specialty care access for the growing San Diego community and beyond

July 28, 2025 | Leslie Aquino



Outpatient Pavilion delivers increased access to nationally ranked outpatient services in a healing, modern environment. Photo credit: Alex Matthews, UC San Diego Health

UC San Diego Health Network of Care

Alvarado Hospital Medical Center and UC San Diego Health



The Regents of University of California approved UC San Diego Health

All Sections

64°F ☀ Monday, October 20th 2025
e-Edition

The San Diego Union-Tribune

Health

News

TRENDING:

San Diego FC playoffs

Hike of the week: North Fortuna peak

Orionid meteor shower

The Old Globe at 90

SDSU in South County

NEWS > HEALTH

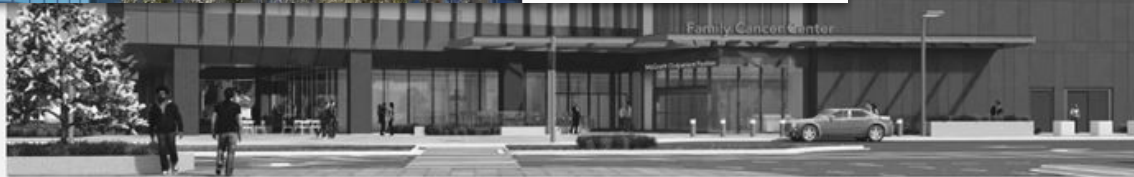
UC Regents approve Palomar Health collaboration. 'This is a lifetime opportunity.'

North County health system's board expected to consider final approval next week after preliminary vote Tuesday afternoon



RECOMMENDED FOR YOU

- 1 CHP: Shrapnel fell on patrol vehicle during live-fire event at Camp Pendleton
- 2 Streamer alleges man tried to kiss her onstage at TwitchCon
- 3 Photos: 'No Kings' protests in San Diego
- 4 Court orders reinstatement of 30-foot height limit in San Diego's Midway District
- 5 Stolen San Diego fire engine recovered in Fallbrook
- 6 Model charged with murder in connection with ambush-style shooting near UTC high rise
- 7 Nick Canepa's report card: Chargers' defense, coaches flunk test vs. Colts



<https://www.sandiegouniontribune.com/2025/10/14/uc-regents-approve-palomar-health-collaboration-this-is-a-lifetime-opportunity/>

News

Article



UCI Health, the health enterprise of the University of California, Irvine, acquired the facilities from Tenet Healthcare Corp.

UCI Health has finalized the acquisition of four hospitals from Tenet Healthcare Corp.



UCI Health has completed the acquisition of four hospitals from Tenet Healthcare Corp.

The clinical enterprise of the University of California, Irvine, UCI Health announced the completion of the deal earlier this week. Tenet had previously said [the hospitals were sold for \\$975 million.](#)

With the deal, UCI Health acquires Fountain Valley Regional Hospital, Lakewood Regional Medical Center, Los Alamitos Medical, Placentia-Linda Hospital, and a host of associated clinics.

Advertisement

Transactions & Valuation Issues

UCI Health completes acquisition of 4 Tenet hospitals

Orange, Calif.-based UCI Health has [completed](#) its acquisition of Tenet Healthcare's Pacific Coast Network, which includes four hospitals in Southern California and their associated outpatient locations.

Advertisement



The leading healthcare consulting firm
for **business performance**.

[Learn More](#)By: **Naomi Diaz** Wednesday, March 27th, 2024

As part of the agreement, Dallas-based Tenet's medical centers — Fountain Valley Regional Hospital, Lakewood Regional Medical Center, Los Alamitos Medical Center and Placentia-Linda Hospital — will now be part of UCI Health, according to a March 26 news release from UCI Health. The hospitals were sold for \$975 million.

The acquisition, [announced](#) in February, adds 858 inpatient beds to UCI Health.

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2025 Health System Leader Expectations

Key insights on financial outlook, transactions, and strategy. Stay ahead in a changing healthcare landscape.

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Impact on library collections: Resource pricing

- Clinical pricing models
 - Bed counts
 - Staff numbers
 - Number of sites or physical locations
- Academic vs. clinical/hospital pricing
- Incoming hospital has access to resources that UC doesn't have

Strategic Dilemma

- *Proactive approach*: Disclose population changes upfront for accurate quotes to justify budget requests, OR;
- *Reactive approach*: Wait for vendor discovery and negotiate increases as they arise

Example of journal pricing model

2025 Site License Pricing

Academic/Research/Government

	JAMA	JAMA +3	JAMA +6	JAMA +8	JAMA Oncology*	JAMA Cardiology*
Tier D3	\$16,209	\$25,484	\$29,984	\$31,587	\$5,815	\$5,815
Tier D2	\$12,667	\$19,890	\$23,441	\$24,679	\$4,587	\$4,587
Tier D1	\$10,667	\$16,761	\$19,737	\$20,802	\$3,866	\$3,866
Tier C	\$4,610	\$7,268	\$8,559	\$9,014	\$1,716	\$1,716
Tier B	\$2,579	\$4,063	\$4,789	\$5,047	\$982	\$982
Tier A2	\$1,407	\$2,209	\$2,627	\$2,759	\$535	\$535
Tier A1	\$995	\$1,558	\$1,840	\$1,946	\$379	\$379

See Important Sales Tax Information on page 22.

*JAMA Oncology and JAMA Cardiology
sold separately.

TIER DESCRIPTIONS

Tier D3

- Universities with a single medical school and 3-5 inpatient care medical centers and/or hospitals (that share e-resources with the University)
- Universities with a DO and MD school (and no inpatient care facilities that share e-resources with the library)
- Universities with two MD or two DO medical schools (and no inpatient care facilities that share e-resources with the library)
- Nonprofit research facilities with 1201-2000 research staff

Tier D2

- Universities with a single medical school and 1-2 inpatient care medical center(s) or hospitals (that share e-resources with the University)
- Nonprofit research facilities with 801-1200 research staff

Example of cost-shared resource

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Name	Firm type	Address	Address1	City	State	Physicians Staffed	bed	Network							
2	UCSF Helen Diller Medical Center at Parnassus Heights	Hospital	400 Parnassus Ave		San Franci	CA			University of California San Francisco Health System (AKA UCSF Health)							
3	Sonoma Valley Hospital	Hospital	347 Andrieux St		Sonoma	CA			University of California San Francisco Health System (AKA UCSF Health)							
4	UCSF Langley Porter Psychiatric Hospital	Hospital	401 Parnassus Ave		San Franci	CA			University of California San Francisco Health System (AKA UCSF Health)							
5	UCSF Benioff Childrens Hospital Oakland (FKA Childrens Hospital & Research Center Oakland)	Hospital	747 52nd St		Oakland	CA			University of California San Francisco Health System (AKA UCSF Health)							
6	UCSF Medical Center at Mount Zion	Hospital	1600 Divisadero St		San Franci	CA			University of California San Francisco Health System (AKA UCSF Health)							
7	UCSF Benioff Childrens Hospital San Francisco	Hospital	1975 4th St		San Franci	CA			University of California San Francisco Health System (AKA UCSF Health)							
8	UCSF Medical Center at Mission Bay	Hospital	1825 4th St		San Franci	CA			University of California San Francisco Health System (AKA UCSF Health)							
9	UCSF Betty Irene Moore Womens Hospital	Hospital	1855 4th St		San Franci	CA			University of California San Francisco Health System (AKA UCSF Health)							
10	UCSF Bakar Cancer Hospital	Hospital	1855 4th St		San Franci	CA			University of California San Francisco Health System (AKA UCSF Health)							
11																
12																
13	UCLA Health - Santa Monica Medical Center	Hospital	1250 16th St		Santa Mor	CA										
14	Ronald Reagan UCLA Medical Center	Hospital	757 Westwood Plz		Los Angele	CA										
15	California Rehabilitation Institute (FKA Century City Doctors Hospital)	Hospital	2070 Century Park E		Los Angele	CA										
16	UCLA Resnick Neuropsychiatric Hospital (Closing 2026)	Hospital	150 Ucla Medical Plz		Los Angele	CA										
17	UCLA Mattel Childrens Hospital	Hospital	757 Westwood Plz		Los Angele	CA										
18	UCLA Health Mid-Wilshire (Opening - 2026)	Hospital	5900 W Olympic Blvd		Los Angele	CA										
19																
20	UC Berkely															
21	UC Berkley Health Services - Tang Center		2222 Bancroft Way		Berkely	CA										
22																
23	UC Riverside Health		900 University Ave		Riverside	CA										
24																
25	UC Irvine															
26	UC Irvine Medical Center	Hospital	101 The City Dr S		Orange	CA										
27																
28	UC San Diego															
29	El Centro Regional Medical Center	Hospital	1415 Ross Ave		El Centro	CA			University of California San Diego Health System (AKA UC San Diego Health)							
30	UC San Diego Medical Center	Hospital	200 W Arbor Dr		San Diego	CA			University of California San Diego Health System (AKA UC San Diego Health)							
31	Thornton Pavilion (FKA John M and Sally B Thornton Hospital)	Hospital	9300 Campus Point D		La Jolla	CA			University of California San Diego Health System (AKA UC San Diego Health)							
32	UC San Diego Health - Jacobs Medical Center	Hospital	9300 Campus Point D		La Jolla	CA			University of California San Diego Health System (AKA UC San Diego Health)							
33	UC San Diego Health - Sulpizio Cardiovascular Center	Hospital	9434 Medical Center		La Jolla	CA			University of California San Diego Health System (AKA UC San Diego Health)							
34																
35	UC Davis															
36	University of California Davis Medical Center (AKA UC Davis Medical Center)	Hospital	4301 X St		Sacrament	CA			University of California Davis Health (AKA UC Davis Health)							
37	University of California Davis Childrens Hospital (AKA UC Davis Childrens Hospital)	Hospital	4301 X St		Sacrament	CA			University of California Davis Health (AKA UC Davis Health)							
38	UC Davis Rehabilitation Hospital	Hospital	4875 Broadway		Sacrament	CA			University of California Davis Health (AKA UC Davis Health)							
39																

Vendor-supplied
hospital list before
librarians verified site,
physician, & staffed
bed numbers

Negotiation & licensing preparation

- Gather institutional demographics
 - Bed counts
 - Staffing numbers
 - Residency programs
 - Sources to consult: American Hospital Directory (AHD), HCAI (Healthcare Access and Information), Joint Commission
- Questions to ask hospital being acquired
 - Are there existing library collections? In what format?
 - What are your current subscriptions? In what format?
 - Are there existing library staff?
 - Do you provide interlibrary loan (ILL) services?
 - Do you provide other library services?

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California Department of Health Care Access and Information

HCAI is committed to expanding equitable access to health care for all Californians—ensuring every community has the health workforce they need, safe and reliable health care facilities, and health information that can help make care more effective and affordable.

🗣️ **Language Translation** [Español](#) | [簡體中文](#) | [Tagalog](#) | [Tiếng Việt](#) |
[한국어](#) | [ASL](#)

Hospital Bill Complaint Program

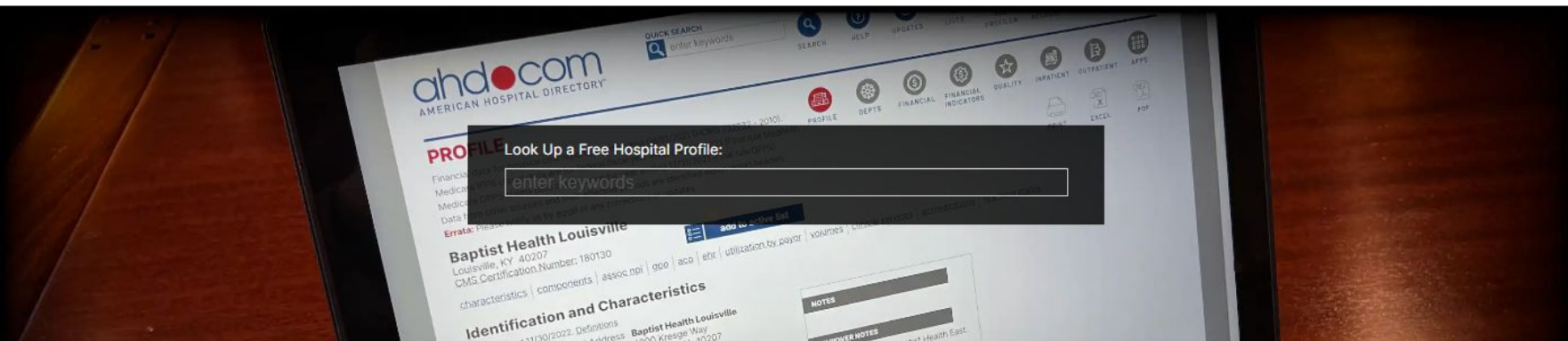
The Hospital Bill Complaint Program investigates patient complaints about violations of hospitals' discount payment, charity care, and debt collection policies.

[Learn more about this program or view hospital policies >](#)

**The Office of
Health Care
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The Behavioral Health Workforce
grows with more than a thousand
Certified Wellness Coaches

**Rural Health
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Program**



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The American Hospital Directory® provides data, statistics, and analytics about more than 7,000 hospitals nationwide. AHD.com® hospital information includes both public and private sources such as Medicare claims data, hospital cost reports, and commercial licensors. AHD® is not affiliated with the American Hospital Association (AHA) and is not a source for AHA Data. Our data are evidence-based and derived from the most definitive sources.

Free hospital profiles

Use versatile search tools to explore our database of hospital information and hospital analytics. Create a list or a map of hospitals that match your interests. View free hospital profiles that include key characteristics, services provided, utilization statistics, accreditation status, financial information, and more. No registration is required.

Free state & national stats

View key statistics summarized by hospital, state, and the nation. Statistics include bed size, discharges, patient days, and gross patient revenue.

Data Products

ANNUAL SUBSCRIPTION

Advanced search filters including demographic information, utilization statistics, geographic information, and operational characteristics. List creation and mapping based on search criteria. Access to AHD Apps, contact names, and more.

AHD APPS

Supplemental applications provide reporting and functionality to support specialized areas of interest such as ambulatory surgery centers (ASCs), clinical costs, market analysis, MS-DRG coding indicators, operational trends, and provider analysis.

PROFESSIONAL RESOURCES, 24 x 7 EXAMPLE: Service Market Analysis

A 380 bed short-term acute care hospital in a community of approximately 325,000 explored the feasibility of expanding its orthopedic services. They were particularly interested in Hip and Knee Replacements (MSDRGs 469-470). Using AHD's search tools and reports they were able identify peer hospitals and collect pertinent, comparative information.

Their analysis summarized patient volumes, average charges, market shares, and patients by attending physician for each hospital providing Hip and Knee Replacements in the community. Using this information, the inquiring hospital concluded that there was a meaningful opportunity to

Impact on library collections: licensing and negotiation

- Often required to notify vendors of changes to user population
- Academic vs. hospital/clinical metrics
- Hospitals added to university IP ranges whether or not hospitals will actually use library resources
- Double dipping with user demographics (where are residents counted?)

Sample contract with complex metrics

6. **ORDER FORM TERM:** The Start Date of this Order Form is _____. This Order Form Term will commence upon the Order Form Effective Date and will remain in force until _____ ("Order Form Term"), unless earlier terminated in accordance with the Agreement.
7. **FEES: [USD\$]** for Customer's subscription to the Licensed Materials for the Order Form Term (plus tax where applicable). Fees shall remain fixed for the Order Form Term, except as otherwise provided herein.
8. **OPERATING STATISTICS:** Customer represents and warrants that the units and counts below ("Operating Statistics") are accurate and complete as of the Order Form Effective Date.

Institution	Inpatient Admissions	Clinicians	3 rd and 4 th Year		Residents	Beds	Nursing/Pharma Students
			Students				
[DESIGNATED SITE #1]	0	0	0		0	0	0
Total	0	0	0		0	0	0

In the event that Customer's Operating Statistics increase by 10% or more, Customer shall notify [REDACTED] within 7 days of such increase and [REDACTED] will adjust the Fees accordingly.

Customer agrees that [REDACTED] will re-evaluate the Fees at the end of each 12 month period of the Order Form Term. In the event that Customer's Operating Statistics do not increase or decrease 3% or more, the Fees for the remaining [12 month period] of the Order Form Term will remain fixed. To the extent that [REDACTED] agrees to add or remove any Designated Sites at Customer's request during the Order Form Term, any changes will be made at the then-current pricing.

Non-collections library impacts

- Staffing models and resource allocation
- IT infrastructure integration challenges
- Service point coordination across merged entities
- User access and authentication issues
- Interlibrary loan (ILL) services

Costs of excluding libraries in hospital M&As

- Vendors learn about acquisitions before libraries do
- Loss of strategic timing
- Double-dipping opportunities for vendors
- Budget blindsides
- Missed opportunity for resource discovery
- Contractual compliance risks
- Inability to manage expectations
- Pricing inconsistencies
- Undermines library as strategic partner
- Precedent for future exclusion

Advocacy

- What should happen before M&A occur:
 - Libraries should be notified of the new acquisition to assess potential financial impact.
 - Increase of staffed beds to the system
 - Library need to assess any existing library services in the future acquisition
 - Library to inform health system administrators of estimated costs to add the new site to library services.
 - Effective communication
 - Become familiar with documentation that ties to the hospital priorities.
 - Use communication strategies that resonate with administrators
- Ideal scenarios to streamline and simplified library involvement in future M&As
 - Identify and build relationships with key administrators at the academic site and the health system side.
 - Develop compelling cases for library inclusion in communications and discussions when relevant.



Questions? Comments? Anecdotes? Share with us!