

**HR** The Office of Human Resources  
at Dartmouth College  
7 Lebanon Street • Suite 203 • Hanover • New Hampshire • 03755-2112

April 25, 2016

By First Class Mail

Hon. Joseph Foster  
Attorney General  
33 Capitol Street  
Concord, NH 03301

Re: Announcement of Planned Layoffs at Dartmouth College Geisel School of Medicine

Dear Attorney General Foster:

As you may already know, and as described more fully in the enclosed summary, the Geisel School of Medicine at Dartmouth College has been engaged in an organizational and administrative restructuring of its research, education and clinical activities. This restructuring will result in the layoff of 338 regular employees, 26 per diem employees, and 25 temporary part-time employees. While most of the individuals holding these positions are expected to obtain employment by Geisel's clinical affiliates – the Mary Hitchcock Memorial Hospital and the Dartmouth-Hitchcock Clinic – the affected individuals will no longer be Dartmouth College/Geisel School employees.

Accordingly, consistent with the federal Worker Adjustment and Retraining Notification Act (29 U.S.C. §2101 et seq.) and the New Hampshire Worker Adjustment and Retraining Notification Act (RSA c. 275-F) (“the WARN Acts”), we are writing to give you notice of layoffs that will occur at Dartmouth College in connection with the Geisel School. Because of the number of employees affected, the action is classified as a “mass layoff” within the meaning of the WARN Acts, necessitating this notice. The layoffs will affect the School's facilities at the locations listed on Attachment A to this letter. The layoffs are expected to be permanent.

As required by the WARN Acts, all affected employees have been notified of their separation dates. Those employees are expected to separate from employment beginning June 30, 2016. All except six separations will be accomplished by June 30, 2016, with the remaining six separations accomplished by December 31, 2016.

Regarding the planned layoffs, there are no bumping rights to other positions in the Geisel School of Medicine or to other units of Dartmouth College associated with any of the positions

eliminated in this layoff. Therefore, employees will not be able to displace any other employees from their positions as a result of this layoff.

None of the affected employees is represented by a union. On or about March 21, 2016, a group of 17 Dartmouth/Geisel employees assigned to provide psychiatric services at the New Hampshire Hospital under a contract between Dartmouth/Geisel and the New Hampshire Department of Health and Human Services, filed a petition with the National Labor Relations Board ("NLRB") requesting to unionize. The group seeking to unionize is known as the "Concerned Psychiatric Professionals of New Hampshire Hospital." On April 21, 2016, the NLRB dismissed the group's petition.

Notice of this planned layoff is also being provided to the following officials: Michael Power, New Hampshire Dislocated Worker Unit, Department of Resources & Economic Development; Peter Christie, Chair of the Hanover, NH Select Board; Georgia Tuttle, Mayor of the City of Lebanon, NH; and James W. Craig, Commissioner of the New Hampshire Department of Labor.

If you have any questions or want additional information concerning this matter, please contact me at (603) 646-3768 or [Scot.R.Bemis@Dartmouth.edu](mailto:Scot.R.Bemis@Dartmouth.edu).

Sincerely,



Scot R. Bemis  
Chief Human Resources Officer

Enclosure

Attachment A

Geisel School of Medicine  
One Rope Ferry Road  
Hanover, NH 03755

Dartmouth-Hitchcock Medical Center  
One Medical Center Drive  
Lebanon, NH 03756

Dartmouth Hitchcock Clinic  
D-H Heater Road  
18 Old Etna Road (off Route 120)  
Lebanon, NH 03766

Dartmouth-Hitchcock Concord  
253 Pleasant Street  
Concord, NH 03301

New Hampshire Hospital  
NH Department of Health & Human Services  
36 Clinton Street  
Concord, NH 03301

Cheshire Medical Center  
Dartmouth-Hitchcock Keene  
580-590 Court St.  
Keene, NH 03431

West Central Behavioral Health  
85 Mechanic St Suite 3 B  
Lebanon, NH 03766

Dartmouth Psychiatric Research Center  
3rd Floor, Evergreen 2  
21 Lafayette  
Centerra Business Park  
Lebanon, NH 03766

Dartmouth Psychiatric Research Center  
46 Centerra Parkway, Evergreen Center  
Suite 315,  
Lebanon, NH 03766

Dartmouth Psychiatric Research Center  
105 Pleasant St  
Concord, NH 03301

Hanover Psychiatry  
23 South Main St, Suite 2B  
Hanover, NH 03755

Riverview Psychiatric Recovery Center  
250 Arsenal Street  
11 State House Station  
Augusta, Maine 04332-0011

## **Fact Sheet on Dartmouth's Geisel School of Medicine Reorganization**

*The challenges presented by today's health care environment call for bold actions and innovative solutions. By aligning research strengths and teaching expertise with resources, the strategic transformation of Geisel offers a future of biomedical excellence and a sustainable financial model. It offers a roadmap for developing physician leaders of the future and for maximizing Dartmouth's impact in the world.*

*- President Philip J. Hanlon*

### **Why is Geisel restructuring?**

As you may know, the Geisel School of Medicine at Dartmouth has been engaged for the past year in an organizational and administrative restructuring of its research, education, and clinical activities. The restructuring should be considered in the larger context of comprehensive national efforts to address widely acknowledged problems in U.S. health care, significant reductions in federal research funding, rapidly evolving structures for American medical education, the promise of technology to transform research and therapies, and dramatic expansion in biomedical knowledge. In this dynamic environment, Geisel has embarked on a strategic transformation in collaboration with its major clinical partner, Dartmouth-Hitchcock Medical Center (D-H), to address four critical goals:

- To provide an integrated medical education that will train the complete physician— individuals who not only understand the foundational basis of medicine, but also excel in the delivery of high-quality, patient-centered care and have the skills to improve the health care system.
- To foster research programs across the spectrum of biomedical science, from basic cellular mechanisms to population health—research that will lead to discoveries for disease prevention, detection, and treatment.
- To translate discovery to the bedside and beyond through the use of new technologies and improved health care models to eliminate disparities, promote better patient outcomes, and deliver greater quality and value to patients and providers.
- To formalize a sustainable operating model for Geisel that will support its goals and mission well into the 21<sup>st</sup> century.

### **How is Geisel restructuring?**

- Geisel has created a new Department of Medical Education, which will allow for greater cohesiveness, innovation, creativity, and flexibility throughout all four years of medical school. The new department will create one of the nation's strongest curricula for imparting critical knowledge of the scientific basis of medicine, of clinical skills, and of optimal systems for health care delivery. The new department has established a core group of faculty members whose primary focus is the education and support of medical students.
  - Geisel will focus its investment on research programs that span biomedicine in five basic science departments, the Dartmouth Institute for Health Policy and Clinical Practice (TDI), and select interdisciplinary programs such as those run through the Norris Cotton Cancer Center.

- The clinical practices and their associated personnel in the Department of Psychiatry will transfer employment from Dartmouth (as overseen by Geisel) to D-H to better integrate psychiatric- and psychological-care services throughout its network across the region.
- The financial oversight and operational support for the research programs in Geisel's clinical departments will transfer to D-H, strengthening the clinical academic enterprise at D-H and enhancing collaboration across the two institutions.
- A renewed commitment from both Geisel and D-H to provide infrastructure to support critical shared enterprises such as the Norris Cotton Cancer Center.

#### **How will Geisel's restructuring affect faculty and staff?**

- To achieve its aspirations, Geisel must revise its current organizational model and address a structural financial deficit that, if unchecked, could soon exceed \$30 million per year. To this end, Dartmouth and D-H have been working together over the better part of the past year to implement a plan to transition from Geisel to D-H the employment and financial oversight of faculty and staff who are engaged in the clinical practice of psychiatry and clinical research. Specifically:
  - Approximately 340 regular employees (and approximately 50 temporary part-time and per diem employees) will be informed the week of April 18 that they will be laid off from their employment at Geisel effective June 30, 2016 as part of the restructuring of the medical school. Most of those employees will be offered employment in the D-H health system, and at least 10 others will be offered redefined positions at Geisel.
  - As part of this reorganization, and outside of the changes occurring in the clinical departments, the employment status for the vast majority of faculty and staff at Geisel will not change.
  - No faculty tenure commitments will be broken.
  - Geisel's restructuring will not change its academic affiliation with D-H, affect the clinical research enterprise with Geisel's other major clinical partner, the White River Junction Veterans Affairs Medical Center (VAMC), or change academic status (e.g., faculty titles or membership in graduate programs) for individuals who remain associated with Geisel. We note that the vast majority of our faculty members in clinical departments (other than psychiatry) are currently employees of either D-H or the VAMC.
  - Dartmouth's HR and D-H's HR have been working together over the past three months to provide information, as it becomes available, to affected employees and to minimize the disruption a transition like this can cause.
  - Dartmouth HR has contracted with Lee Hecht Harrison (LHH), a global leader in talent mobility, to conduct career transition services for any Dartmouth employees needing assistance during this transition. These services will be available on-site in Hanover for a period of time, with continued assistance available both on-line and in LHH's regional offices.
  - We understand that D-H's HR plans to hold a series of 27 separate employment meetings to answer questions from prospective employees beginning April 21 and extending into May.

**How does D-H benefit from the transition?**

- The transition will ensure the financial sustainability of Geisel, which is crucial not only for Dartmouth's success, but also for D-H's success.
- The new model allows for more strategic collaboration between Geisel and D-H.
- The restructuring will create a larger, more robust research portfolio for D-H, which will improve its ability to attract and recruit new providers to the area and ultimately support advances in patient care.

**What is the expected impact on psychiatric care in the Upper Valley and the region?**

- Geisel and D-H share an extensive history of serving the mental health and addiction treatment needs of residents in the Upper Valley as well as those in the broader New Hampshire, Vermont, and Maine region. Together, they have overseen an expansive portfolio of programs, including clinical services, education, training and translational research, and providing patient care and services in many settings. This restructuring will support fully meeting the mental health needs of our community and region by enhanced integration of these services into other critical patient-care services within the Dartmouth-Hitchcock Health System.

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*Questions concerning the Geisel reorganization can be addressed to: The Office of the Dean, Geisel School of Medicine, 603-650-1200.*