

# **Boston University Medical Group**

## **Strategic Plan**

### **February 2019**



# Themes

<b>GROWTH AND VALUE</b>	Sustain growth, improve population health, elevate patient experience and reduce cost
<b>LEADERSHIP AND VITALITY</b>	Enhance leadership capability and enrich professional vitality
<b>MANAGEMENT AND RESOURCES</b>	Partner with BMC to optimize resources and improve operations for clinical care
<b>DIVERSITY, EQUITY AND INCLUSION</b>	Improve diversity, equity and inclusion
<b>EDUCATION AND RESEARCH</b>	Excel in education and research

<b>GROWTH and VALUE</b>	Year 1	<ol style="list-style-type: none"> <li>1. Increase covered lives by growing primary care and specialist capacity</li> <li>2. Improve clinical systems to allow for urgent or same day appointments and non-telephone based appointment scheduling</li> <li>3. Align physician compensation plans with high value models of care delivery</li> <li>4. Develop non-face-to-face models of care delivery</li> <li>5. Enhance physician awareness of ACO structure and build more clinical collaborations within BACO</li> <li>6. Facilitate availability of data and analytics to clinical leaders and providers to support reduction in cost and improved outcomes</li> </ol>
	Year 2-3	<ol style="list-style-type: none"> <li>7. Develop and promote centers of excellence in areas of research and/or clinical expertise</li> <li>8. Use marketing and advertising resources to promote our services to internal and external stakeholders and improve patient education</li> <li>9. Investigate feasibility of an off-campus, multi-specialty, outpatient clinical practice</li> <li>10. Work with BMC to develop affiliation and/or joint venture arrangements with other health systems</li> <li>11. Formulate specialty referral guidelines and integrate into Epic</li> <li>12. Develop annual goals for cost reduction, patient experience and quality</li> </ol>
<b>LEADERSHIP and VITALITY</b>	Year 1	<ol style="list-style-type: none"> <li>1. Develop and implement leadership programs for chairs, section chiefs and other physician leaders</li> <li>2. Partner with BUSM to revise the criteria for advancement in academic rank</li> <li>3. Develop new approaches for recognition and awards</li> <li>4. Facilitate improved collaboration and cooperation between hospital and physician leadership to promote shared decision making</li> <li>5. Improve alignment with the BMC medical and dental staff office and elected officials to optimize structure and function</li> <li>6. Incorporate measures of physician well-being into institutional performance reports</li> <li>7. Implement targeted interventions at the institutional and work unit levels to create efficient and effective practice environments</li> <li>8. Promote activities that maximize professional fulfillment</li> <li>9. Cultivate community at work, including physician common work spaces</li> <li>10. Assess compensation with respect to rewards and incentives, including productivity targets</li> <li>11. Promote flexibility and work-life integration</li> <li>12. Provide resources to encourage resilience and self care</li> <li>13. Collaborate with other organizations and advocate for regulatory reform</li> </ol>
	Year 2-3	<ol style="list-style-type: none"> <li>14. Provide incentives for committee work at BUSM, BMC and BUMG</li> <li>15. Establish a structure, process and resources to foster innovation</li> <li>16. Facilitate and fund organizational science about vitality and professional fulfillment</li> </ol>
<b>MANAGEMENT and RESOURCES</b>	Year 1	<ol style="list-style-type: none"> <li>1. Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data</li> <li>2. Optimize the utilization of advanced practice providers</li> <li>3. Establish internal and/or external resources to improve department-focused ambulatory operations</li> <li>4. Advise BMC on a plan to increase and optimize inpatient, ambulatory and administrative space</li> <li>5. Work with BMC to develop a long-term IT strategy</li> </ol>
	Year 2-3	<ol style="list-style-type: none"> <li>6. Enhance and implement decision support systems for laboratory and radiology ordering</li> <li>7. Utilize team-based care delivery</li> <li>8. Implement standards for staff training, competency evaluation and performance accountability</li> <li>9. Improve the process and systems for managing incoming referrals</li> </ol>
<b>DIVERSITY EQUITY and INCLUSION</b>	Year 1	<ol style="list-style-type: none"> <li>1. Implement collaborative programs between BUMG, BMC and BUSM with dedicated resources</li> <li>2. Establish definitions and measures of performance for diversity, equity and inclusion</li> <li>3. Provide annual reporting by department of academic rank, leadership positions and compensation by race and gender</li> <li>4. Establish institutional guidelines that actively seek diverse candidates for physician leadership positions</li> </ol>
	Year 2-3	<ol style="list-style-type: none"> <li>5. Develop programs and initiatives designed to enhance the fulfillment, success and sense of community among URM faculty members</li> <li>6. Advocate within Boston University and Boston Medical Center for resources to support diversity, equity and inclusion</li> </ol>
<b>EDUCATION and RESEARCH</b>	Year 1	<ol style="list-style-type: none"> <li>1. Incorporate annual goals for education and research into BUMG and BMC performance metrics</li> <li>2. Enhance the understanding and engagement of BUMG and BMC Boards about the educational and research missions</li> <li>3. Organize and communicate medical campus resources that support education and research</li> <li>4. Conduct and respond to a needs assessment from faculty regarding education and research</li> <li>5. Develop alternative sources of funding for research</li> </ol>
	Year 2-3	<ol style="list-style-type: none"> <li>6. Align education programs for students and residents with evolving care delivery models</li> <li>7. Support medical school leadership to obtain appropriate resources from Boston University</li> <li>8. Improve training programs for clinicians in their roles as educators</li> </ol>

# Boston University Medical Group Strategic Plan 2018-2021

## Growth and Value

<b>Year 1</b>	<ol style="list-style-type: none"><li>1. Increase covered lives by growing primary care and specialist capacity</li><li>2. Improve clinical systems to allow for urgent or same day appointments and non-telephone based appointment scheduling</li><li>3. Align physician compensation plans with high value models of care delivery</li><li>4. Develop non-face-to-face models of care delivery</li><li>5. Enhance physician awareness of ACO structure and build more clinical collaborations within BACO</li><li>6. Facilitate availability of data and analytics to clinical leaders and providers to support reduction in cost and improved outcomes</li></ol>
<b>Year 2-3</b>	<ol style="list-style-type: none"><li>7. Develop and promote centers of excellence in areas of research and/or clinical expertise</li><li>8. Use marketing and advertising resources to promote our services to internal and external stakeholders and improve patient education</li><li>9. Investigate feasibility of an off-campus, multi-specialty, outpatient clinical practice</li><li>10. Work with BMC to develop affiliation and/or joint venture arrangements with other health systems</li><li>11. Formulate specialty referral guidelines and integrate into Epic</li><li>12. Develop annual goals for cost reduction, patient experience and quality</li></ol>

# Boston University Medical Group Strategic Plan 2018-2021

## Leadership and Vitality

<p><b>Year 1</b></p>	<ol style="list-style-type: none"> <li>1. Develop and implement leadership programs for chairs, section chiefs and other physician leaders</li> <li>2. Partner with BUSM to revise the criteria for advancement in academic rank</li> <li>3. Develop new approaches for recognition and awards</li> <li>4. Facilitate improved collaboration and cooperation between hospital and physician leadership to promote shared decision making</li> <li>5. Improve alignment with the BMC medical and dental staff office and elected officials to optimize structure and function</li> <li>6. Incorporate measures of physician well-being into institutional performance reports</li> <li>7. Implement targeted interventions at the institutional and work unit levels to create efficient and effective practice environments</li> <li>8. Promote activities that maximize professional fulfillment</li> <li>9. Cultivate community at work, including physician common work spaces</li> <li>10. Assess compensation with respect to rewards and incentives, including productivity targets</li> <li>11. Promote flexibility and work-life integration</li> <li>12. Provide resources to encourage resilience and self care</li> <li>13. Collaborate with other organizations and advocate for regulatory reform</li> </ol>
<p><b>Year 2-3</b></p>	<ol style="list-style-type: none"> <li>14. Provide incentives for committee work at BUSM, BMC and BUMG</li> <li>15. Establish a structure, process and resources to foster innovation</li> <li>16. Facilitate and fund organizational science about vitality and professional fulfillment</li> </ol>

# Boston University Medical Group Strategic Plan 2018-2021

## Management and Resources

<b>Year 1</b>	<ol style="list-style-type: none"><li>1. Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data</li><li>2. Optimize the utilization of advanced practice providers</li><li>3. Establish internal and/or external resources to improve department-focused ambulatory operations</li><li>4. Advise BMC on a plan to increase and optimize inpatient, ambulatory and administrative space</li><li>5. Work with BMC to develop a long-term IT strategy</li></ol>
<b>Year 2-3</b>	<ol style="list-style-type: none"><li>6. Enhance and implement decision support systems for laboratory and radiology ordering</li><li>7. Utilize team-based care delivery</li><li>8. Implement standards for staff training, competency evaluation and performance accountability</li><li>9. Improve the process and systems for managing incoming referrals</li></ol>

# Boston University Medical Group Strategic Plan 2018-2021

## Diversity, Equity and Inclusion

<b>Year 1</b>	<ol style="list-style-type: none"><li>1. Implement collaborative programs between BUMG, BMC and BUSM with dedicated resources</li><li>2. Establish definitions and measures of performance for diversity, equity and inclusion</li><li>3. Provide annual reporting by department of academic rank, leadership positions and compensation by race and gender</li><li>4. Establish institutional guidelines that actively seek diverse candidates for physician leadership positions</li></ol>
<b>Year 2-3</b>	<ol style="list-style-type: none"><li>5. Develop programs and initiatives designed to enhance the fulfillment, success and sense of community among URM faculty members</li><li>6. Advocate within Boston University and Boston Medical Center for resources to support diversity, equity and inclusion</li></ol>

# Boston University Medical Group Strategic Plan 2018-2021

## Education and Research

<b>Year 1</b>	<ol style="list-style-type: none"><li>1. Incorporate annual goals for education and research into BUMG and BMC performance metrics</li><li>2. Enhance the understanding and engagement of BUMG and BMC Boards about the educational and research missions</li><li>3. Organize and communicate medical campus resources that support education and research</li><li>4. Conduct and respond to a needs assessment from faculty regarding education and research</li><li>5. Develop alternative sources of funding for research</li></ol>
<b>Year 2-3</b>	<ol style="list-style-type: none"><li>6. Align education programs for students and residents with evolving care delivery models</li><li>7. Support medical school leadership to obtain appropriate resources from Boston University</li><li>8. Improve training programs for clinicians in their roles as educators</li></ol>



# Year 1 Action Plans

# Growth and Value

**Sustain growth, improve population health, elevate patient experience and reduce cost**

Goal	Year 1 Action/Outcome
1. Increase covered lives by growing primary care and specialist capacity	<ul style="list-style-type: none"> <li>• Improve recruitment and retention of primary care physicians</li> </ul>
	<ul style="list-style-type: none"> <li>• Measure and report primary care cFTE capacity and covered lives by practice on a quarterly basis</li> </ul>
2. Improve clinical systems to allow for urgent or same day appointments and non-telephone based appointment scheduling	<ul style="list-style-type: none"> <li>• Assess feasibility and identify options</li> </ul>
3. Align physician compensation plans with high value models of care delivery	<ul style="list-style-type: none"> <li>• Formulate a PCP comp plan for 7/1/19</li> </ul>
4. Develop non-face-to-face models of care delivery	<ul style="list-style-type: none"> <li>• Compile current rules and regulations</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify and test potential models</li> </ul>
5. Enhance physician awareness of ACO structure and build more clinical collaborations within BACO	<ul style="list-style-type: none"> <li>• Develop presentation for Department Chairs that describes current ACO management and committee structure</li> </ul>
	<ul style="list-style-type: none"> <li>• Partner with BACO leadership to promote greater physician involvement in BACO clinical work</li> </ul>
6. Facilitate availability of data and analytics to clinical leaders and providers to support reduction in costs and improved outcomes	<ul style="list-style-type: none"> <li>• Work with BACO leadership to develop strategy for cost reporting and utilization data</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify areas where cost and utilization can be reduced</li> </ul>

# Leadership and Vitality

Enhance leadership capability and enrich professional vitality

Goal	Year 1 Action/Outcome
1. Develop and implement leadership programs for chairs, section chiefs and other physician leaders	• Devise a management/leadership program for medical directors
	• Revise recruitment, selection, integration and professional development programs for chairs/chiefs
	• Modify annual chair survey to include other key stakeholders
2. Partner with BUSM to revise the criteria for advancement in academic rank	• Establish a workgroup to develop recommendations for BU/BUSM
3. Develop new approaches for recognition and awards	• Refer to Education Committee
4. Facilitate improved collaboration and cooperation between hospital and physician leadership to promote shared decision making	• Discuss with hospital leadership and formulate plan
5. Improve alignment with the BMC medical and dental staff office and elected officials to optimize structure and function	• Discuss with hospital leadership and formulate plan

# Leadership and Vitality

## Enhance leadership capability and enrich professional vitality

Goal	Year 1 Action/Outcome
6. Incorporate measures of physician well-being into institutional performance reports	<ul style="list-style-type: none"> <li>Establish metrics and incorporate into QUEST goals</li> </ul>
7. Implement targeted interventions at the institutional and work unit levels to create efficient and effective practice environments	<ul style="list-style-type: none"> <li>Obtain input from providers in high priority areas with large gaps in burnout compared to peers</li> </ul>
	<ul style="list-style-type: none"> <li>Identify three (3) key, broad initiatives that improve efficiency and effectiveness of practice</li> </ul>
8. Promote activities that maximize professional fulfillment	<ul style="list-style-type: none"> <li>Obtain input from providers in high priority areas with large gaps in fulfillment compared to peers</li> </ul>
9. Cultivate community at work, including physician common work spaces	<ul style="list-style-type: none"> <li>Develop dedicated common space for providers to congregate</li> </ul>
	<ul style="list-style-type: none"> <li>Review, update and create additional community events</li> </ul>
10. Assess compensation with respect to rewards and incentives, including productivity targets	<ul style="list-style-type: none"> <li>Assess correlation between compensation metrics and burnout and professional fulfillment rates</li> </ul>
11. Promote flexibility and work-life integration	<ul style="list-style-type: none"> <li>Identify effective methods for flexible work hours; make recommendations for models to pilot</li> </ul>
	<ul style="list-style-type: none"> <li>Assess and update parental leave policy</li> </ul>
	<ul style="list-style-type: none"> <li>Assess and supplement programs to improve work-life integration</li> </ul>
12. Provide resources to encourage resilience and self care	<ul style="list-style-type: none"> <li>Identify current services and expand programs for self care and resilience</li> </ul>
	<ul style="list-style-type: none"> <li>Catalog current and establish new resources for confidential consultation and peer support throughout the campus</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate current EMR protections and recommend strategy for improvement</li> </ul>
13. Collaborate with other organizations and advocate for regulatory reform	<ul style="list-style-type: none"> <li>Identify current and new opportunities to collaborate with organizations</li> </ul>

# Management and Resources

## Partner with BMC to optimize resources and improve operations for clinical care

Goal	Year 1 Action/Outcome
1. Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data	<ul style="list-style-type: none"> <li>• Implement Visiquate as reporting tool for productivity and revenue cycle</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement supplemental reporting from Epic and other systems</li> </ul>
	<ul style="list-style-type: none"> <li>• Clarify organizational structure and responsibility for revenue cycle reporting</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish a revenue cycle dashboard and set targets for key operational metrics</li> </ul>
2. Optimize the utilization and allocation of advanced practice providers	<ul style="list-style-type: none"> <li>• Complete comprehensive APP reviews in five (5) clinical departments</li> </ul>
3. Establish internal and/or external resources to improve department-focused ambulatory operations	<ul style="list-style-type: none"> <li>• Recruit a physician Chief of Ambulatory Services to lead efforts on improving ambulatory operations</li> </ul>
4. Advise BMC on a plan to increase and optimize inpatient, ambulatory and administrative space	<ul style="list-style-type: none"> <li>• Develop a preliminary plan by 7/1/19</li> </ul>
5. Work with BMC to develop a long-term IT strategy	<ul style="list-style-type: none"> <li>• Review and document current IT management and committee structure with a focus towards optimizing functionality, improving IT resource allocation and enhancing interoperability</li> </ul>

# Diversity, Equity and Inclusion

## Improve diversity, equity and inclusion

Goal	Year 1 Action/Outcome
1. Implement collaborative programs between BUMG, BMC and BUSM with dedicated resources	<ul style="list-style-type: none"><li>• Establish an office of Equity, Vitality and Inclusion</li></ul>
2. Establish definitions and measures of performance for diversity, equity and inclusion	<ul style="list-style-type: none"><li>• Refer to office of Equity, Vitality and Inclusion</li></ul>
3. Provide annual reporting by department of academic rank, leadership positions and compensation by race and gender	<ul style="list-style-type: none"><li>• Develop standardized reports and clarify a dissemination plan</li></ul>
4. Establish institutional guidelines that actively seek diverse candidates for physician leadership positions	<ul style="list-style-type: none"><li>• Refer to office of Equity, Vitality and Inclusion</li></ul>

# Education and Research

## Excel in education and research

Goal	Year 1 Action/Outcome
1. Incorporate annual goals for education and research into BUMG and BMC performance metrics	• Finalize BMC research goal for FY19
	• Develop proposal for education goal for FY20
2. Enhance the understanding and engagement of BUMG and BMC Boards about the educational and research missions	• Develop an executive summary to present to Boards based on input from educational and research leaders
3. Organize and communicate medical campus resources that support education and research	• Catalog and publicize existing resources
4. Conduct and respond to a needs assessments from faculty regarding education and research	• Conduct an initial assessment
5. Develop alternative sources of funding for research	• Clarify and communicate current rules on salary continuance for research faculty

# **Appendix: Mission, Vision, Values**



# Mission Statement

## MISSION

To improve the health of all, by leading through innovation and collaboration in patient care, education, and research; and to promote the professional and personal well being of our physicians and other providers.

## VISION

We will transform healthcare as an integrated academic multi-specialty practice that defines and delivers equitable, high value, evidence-based care in partnership with our patients, institutions, and community.

## **WE THE MEMBERS OF BOSTON UNIVERSITY MEDICAL GROUP ESPOUSE THESE VALUES:**

<b>Leadership</b>	We lead in partnership with BMC and BUSM to enhance infrastructure and to support excellence in patient care, education and research.
<b>Governance</b>	We are a professional organization led and governed in a participatory fashion by our members.
<b>Professionalism</b>	We uphold the principles of professionalism - the primacy of patient autonomy and welfare; lifelong learning; responsible use of resources; access to high quality health care; management of conflicts of interest; and maintenance of the public trust.
<b>Quality</b>	We embrace the highest standards of quality: safety, timeliness, equity, efficiency, effectiveness, and patient-centered care.
<b>Integrity</b>	We act with honesty, respect, trust, and fairness.
<b>Innovation</b>	We take pride in our history and traditions as a learning organization committed to continuous improvement, innovation and the advancement of health care through scholarly activity.
<b>Teamwork</b>	We collaborate in a thoughtful and respectful manner with all members of the healthcare team.
<b>Diversity</b>	We recruit, respect and support a diverse workforce.
<b>Equity</b>	We remedy health care disparities in a compassionate and culturally sensitive manner.
<b>Stewardship</b>	We sustain and reinvest in our mission and members by prudent use of all resources as part of our fiscal responsibility.