# Themes

<table>
<thead>
<tr>
<th><strong>Growth and Value</strong></th>
<th>Sustain growth, improve population health, elevate patient experience and reduce cost</th>
</tr>
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<tr>
<td><strong>Leadership and Vitality</strong></td>
<td>Enhance leadership capability and enrich professional vitality</td>
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<td><strong>Management and Resources</strong></td>
<td>Partner with BMC to optimize resources and improve operations for clinical care</td>
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<tr>
<td><strong>Diversity, Equity and Inclusion</strong></td>
<td>Improve diversity, equity and inclusion</td>
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<tr>
<td><strong>Education and Research</strong></td>
<td>Excel in education and research</td>
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| Year 1 | 1. Increase covered lives by growing primary care and specialist capacity  
2. Improve clinical systems to allow for urgent or same day appointments and non-telephone based appointment scheduling  
3. Align physician compensation plans with high value models of care delivery  
4. Develop non-face-to-face models of care delivery  
5. Enhance physician awareness of ACO structure and build more clinical collaborations within BACO  
6. Facilitate availability of data and analytics to clinical leaders and providers to support reduction in cost and improved outcomes  
7. Enhance the understanding and engagement of BUMG and BMC Boards about the educational and research missions  
8. Optimize the utilization of advanced practice providers  
9. Implement standards for staff training, competency evaluation and performance accountability  
10. Implement collaborative programs between BUMG, BMC and BUSM with dedicated resources  
11. Develop new approaches for recognition and awards  
12. Develop and promote centers of excellence in areas of research and/or clinical expertise  
13. Use marketing and advertising resources to promote our services to internal and external stakeholders and improve patient education  
14. Work with BMC to develop affiliation and/or joint venture arrangements with other health systems  
15. Formulate specialty referral guidelines and integrate into Epic  
16. Develop annual goals for cost reduction, patient experience and quality |
| Year 2-3 | 1. Develop and implement leadership programs for chairs, section chiefs and other physician leaders  
2. Partner with BUMG to revise the criteria for advancement in academic rank  
3. Develop new approaches for recognition and awards  
4. Facilitate improved collaboration and cooperation between hospital and physician leadership to promote shared decision making  
5. Improve alignment with the BMC medical and dental staff office and elected officials to optimize structure and function  
6. Incorporate measures of physician well-being into institutional performance reports  
7. Implement targeted interventions at the institutional and work unit levels to create efficient and effective practice environments  
8. Promote activity that maximize professional fulfillment  
9. Cultivate community at work, including physician common work spaces  
10. Assess compensation with respect to rewards and incentives, including productivity targets  
11. Promote flexibility and work-life integration  
12. Provide resources to encourage resilience and self care  
13. Collaborate with other organizations and advocate for regulatory reform  
14. Provide incentives for committee work at BUSM, BMC and BUMG  
15. Establish a structure, process and resources to foster innovation  
16. Facilitate and fund occupational science about vitality and professional fulfillment |
| Year 1 | 1. Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data  
2. Optimize the utilization of advanced practice providers  
3. Establish internal and/or external resources to improve department-focused ambulatory operations  
4. Advise BMC on a plan to increase and optimize inpatient, ambulatory and administrative space  
5. Work with BMC to develop a long-term IT strategy  
6. Enhance and implement decision support systems for laboratory and radiology ordering  
7. Utilize team-based care delivery  
8. Implement standards for staff training, competency evaluation and performance accountability  
9. Improve the process and systems for managing incoming referrals  
10. Investigate feasibility of an off-campus, multi-specialty, outpatient clinical practice  |
| Year 2-3 | 1. Implement collaborative programs between BUMG, BMC and BUSM with dedicated resources  
2. Establish definitions and measures of performance for diversity, equity and inclusion  
3. Provide annual reporting by department of academic rank, leadership positions and compensation by race and gender  
4. Establish institutional guidelines that actively seek diverse candidates for physician leadership positions  
5. Develop programs and initiatives designed to enhance the fulfillment, success and sense of community among URM faculty members  
6. Advocate within Boston University and Boston Medical Center for resources to support diversity, equity and inclusion  |
| Year 1 | 1. Incorporate annual goals for education and research into BUMG and BMC performance metrics  
2. Enhance the understanding and engagement of BUMG and BMC Boards about the educational and research missions  
3. Organize and communicate medical campus resources that support education and research  
4. Conduct and respond to a needs assessment from faculty regarding education and research  
5. Develop alternative sources of funding for research  
6. Align education programs for students and residents with evolving care delivery models  
7. Support medical school leadership to obtain appropriate resources from Boston University  
8. Improve training programs for clinicians in their roles as educators  |
| Year 2-3 | 1. Develop and implement leadership programs for chairs, section chiefs and other physician leaders  
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# Growth and Value

| Year 1 | 1. Increase covered lives by growing primary care and specialist capacity  
|        | 2. Improve clinical systems to allow for urgent or same day appointments and non-telephone based appointment scheduling  
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|        | 4. Develop non-face-to-face models of care delivery  
|        | 5. Enhance physician awareness of ACO structure and build more clinical collaborations within BACO  
|        | 6. Facilitate availability of data and analytics to clinical leaders and providers to support reduction in cost and improved outcomes  
| Year 2-3 | 7. Develop and promote centers of excellence in areas of research and/or clinical expertise  
|         | 8. Use marketing and advertising resources to promote our services to internal and external stakeholders and improve patient education  
|         | 9. Investigate feasibility of an off-campus, multi-specialty, outpatient clinical practice  
|         | 10. Work with BMC to develop affiliation and/or joint venture arrangements with other health systems  
|         | 11. Formulate specialty referral guidelines and integrate into Epic  
|         | 12. Develop annual goals for cost reduction, patient experience and quality |
# Boston University Medical Group Strategic Plan 2018-2021

## Leadership and Vitality

| Year 1 | 1. Develop and implement leadership programs for chairs, section chiefs and other physician leaders  
2. Partner with BUSM to revise the criteria for advancement in academic rank  
3. Develop new approaches for recognition and awards  
4. Facilitate improved collaboration and cooperation between hospital and physician leadership to promote shared decision making  
5. Improve alignment with the BMC medical and dental staff office and elected officials to optimize structure and function  
6. Incorporate measures of physician well-being into institutional performance reports  
7. Implement targeted interventions at the institutional and work unit levels to create efficient and effective practice environments  
8. Promote activities that maximize professional fulfillment  
9. Cultivate community at work, including physician common work spaces  
10. Assess compensation with respect to rewards and incentives, including productivity targets  
11. Promote flexibility and work-life integration  
12. Provide resources to encourage resilience and self care  
13. Collaborate with other organizations and advocate for regulatory reform |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Year 2-3 | 14. Provide incentives for committee work at BUSM, BMC and BUMG  
15. Establish a structure, process and resources to foster innovation  
16. Facilitate and fund organizational science about vitality and professional fulfillment |
# Management and Resources

## Year 1
1. Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data
2. Optimize the utilization of advanced practice providers
3. Establish internal and/or external resources to improve department-focused ambulatory operations
4. Advise BMC on a plan to increase and optimize inpatient, ambulatory and administrative space
5. Work with BMC to develop a long-term IT strategy

## Year 2-3
6. Enhance and implement decision support systems for laboratory and radiology ordering
7. Utilize team-based care delivery
8. Implement standards for staff training, competency evaluation and performance accountability
9. Improve the process and systems for managing incoming referrals
# Boston University Medical Group Strategic Plan 2018-2021

## Diversity, Equity and Inclusion

<table>
<thead>
<tr>
<th>Year</th>
<th>Objective</th>
</tr>
</thead>
</table>
| Year 1 | 1. Implement collaborative programs between BUMG, BMC and BUSM with dedicated resources  
2. Establish definitions and measures of performance for diversity, equity and inclusion  
3. Provide annual reporting by department of academic rank, leadership positions and compensation by race and gender  
4. Establish institutional guidelines that actively seek diverse candidates for physician leadership positions |
| Year 2-3 | 5. Develop programs and initiatives designed to enhance the fulfillment, success and sense of community among URM faculty members  
6. Advocate within Boston University and Boston Medical Center for resources to support diversity, equity and inclusion |
# Education and Research

| Year 1 | 1. Incorporate annual goals for education and research into BUMG and BMC performance metrics  |
|        | 2. Enhance the understanding and engagement of BUMG and BMC Boards about the educational and research missions |
|        | 3. Organize and communicate medical campus resources that support education and research |
|        | 4. Conduct and respond to a needs assessment from faculty regarding education and research |
|        | 5. Develop alternative sources of funding for research |
| Year 2-3 | 6. Align education programs for students and residents with evolving care delivery models |
|        | 7. Support medical school leadership to obtain appropriate resources from Boston University |
|        | 8. Improve training programs for clinicians in their roles as educators |
Year 1 Action Plans
# Growth and Value

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

<table>
<thead>
<tr>
<th>Goal</th>
<th>Year 1 Action/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase covered lives by growing primary care and specialist capacity</td>
<td>• Improve recruitment and retention of primary care physicians</td>
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<tr>
<td></td>
<td>• Measure and report primary care cFTE capacity and covered lives by practice on a quarterly basis</td>
</tr>
<tr>
<td>2. Improve clinical systems to allow for urgent or same day appointments and non-telephone based appointment scheduling</td>
<td>• Assess feasibility and identify options</td>
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<tr>
<td>3. Align physician compensation plans with high value models of care delivery</td>
<td>• Formulate a PCP comp plan for 7/1/19</td>
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<tr>
<td>4. Develop non-face-to-face models of care delivery</td>
<td>• Compile current rules and regulations</td>
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<td></td>
<td>• Identify and test potential models</td>
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<tr>
<td>5. Enhance physician awareness of ACO structure and build more clinical collaborations within BACO</td>
<td>• Develop presentation for Department Chairs that describes current ACO management and committee structure</td>
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<tr>
<td></td>
<td>• Partner with BACO leadership to promote greater physician involvement in BACO clinical work</td>
</tr>
<tr>
<td>6. Facilitate availability of data and analytics to clinical leaders and providers to support reduction in costs and improved outcomes</td>
<td>• Work with BACO leadership to develop strategy for cost reporting and utilization data</td>
</tr>
<tr>
<td></td>
<td>• Identify areas where cost and utilization can be reduced</td>
</tr>
</tbody>
</table>
# Leadership and Vitality

**Enhance leadership capability and enrich professional vitality**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Year 1 Action/Outcome</th>
</tr>
</thead>
</table>
| 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

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<th>Goal</th>
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<tr>
<td>6. Incorporate measures of physician well-being into institutional performance reports</td>
<td>• Establish metrics and incorporate into QUEST goals</td>
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<tr>
<td>7. Implement targeted interventions at the institutional and work unit levels to create efficient and effective practice environments</td>
<td>• Obtain input from providers in high priority areas with large gaps in burnout compared to peers&lt;br&gt;• Identify three (3) key, broad initiatives that improve efficiency and effectiveness of practice</td>
</tr>
<tr>
<td>8. Promote activities that maximize professional fulfillment</td>
<td>• Obtain input from providers in high priority areas with large gaps in fulfillment compared to peers</td>
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<tr>
<td>9. Cultivate community at work, including physician common work spaces</td>
<td>• Develop dedicated common space for providers to congregate&lt;br&gt;• Review, update and create additional community events</td>
</tr>
<tr>
<td>10. Assess compensation with respect to rewards and incentives, including productivity targets</td>
<td>• Assess correlation between compensation metrics and burnout and professional fulfillment rates</td>
</tr>
<tr>
<td>11. Promote flexibility and work-life integration</td>
<td>• Identify effective methods for flexible work hours; make recommendations for models to pilot&lt;br&gt;• Assess and update parental leave policy&lt;br&gt;• Assess and supplement programs to improve work-life integration</td>
</tr>
<tr>
<td>12. Provide resources to encourage resilience and self care</td>
<td>• Identify current services and expand programs for self care and resilience&lt;br&gt;• Catalog current and establish new resources for confidential consultation and peer support throughout the campus&lt;br&gt;• Evaluate current EMR protections and recommend strategy for improvement</td>
</tr>
<tr>
<td>13. Collaborate with other organizations and advocate for regulatory reform</td>
<td>• Identify current and new opportunities to collaborate with organizations</td>
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</table>
**Management and Resources**

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

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<tr>
<th>Goal</th>
<th>Year 1 Action/Outcome</th>
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<tbody>
<tr>
<td>1. Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data</td>
<td>• Implement Visiquate as reporting tool for productivity and revenue cycle</td>
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<td></td>
<td>• Implement supplemental reporting from Epic and other systems</td>
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<td></td>
<td>• Clarify organizational structure and responsibility for revenue cycle reporting</td>
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<tr>
<td></td>
<td>• Establish a revenue cycle dashboard and set targets for key operational metrics</td>
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<tr>
<td>2. Optimize the utilization and allocation of advanced practice providers</td>
<td>• Complete comprehensive APP reviews in five (5) clinical departments</td>
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<tr>
<td>3. Establish internal and/or external resources to improve department-focused ambulatory operations</td>
<td>• Recruit a physician Chief of Ambulatory Services to lead efforts on improving ambulatory operations</td>
</tr>
<tr>
<td>4. Advise BMC on a plan to increase and optimize inpatient, ambulatory and administrative space</td>
<td>• Develop a preliminary plan by 7/1/19</td>
</tr>
<tr>
<td>5. Work with BMC to develop a long-term IT strategy</td>
<td>• Review and document current IT management and committee structure with a focus towards optimizing functionality, improving IT resource allocation and enhancing interoperability</td>
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## Diversity, Equity and Inclusion

**Improve diversity, equity and inclusion**

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<th>Goal</th>
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<tr>
<td>1. Implement collaborative programs between BUMG, BMC and BUSM with dedicated resources</td>
<td>• Establish an office of Equity, Vitality and Inclusion</td>
</tr>
<tr>
<td>2. Establish definitions and measures of performance for diversity, equity and inclusion</td>
<td>• Refer to office of Equity, Vitality and Inclusion</td>
</tr>
<tr>
<td>3. Provide annual reporting by department of academic rank, leadership positions and compensation by race and gender</td>
<td>• Develop standardized reports and clarify a dissemination plan</td>
</tr>
<tr>
<td>4. Establish institutional guidelines that actively seek diverse candidates for physician leadership positions</td>
<td>• Refer to office of Equity, Vitality and Inclusion</td>
</tr>
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# Education and Research

**Excel in education and research**

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<tr>
<th>Goal</th>
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</table>
| 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:

Leadership
We lead in partnership with BMC and BUSM to enhance infrastructure and to support excellence in patient care, education and research.

Governance
We are a professional organization led and governed in a participatory fashion by our members.

Professionalism
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.

Quality
We embrace the highest standards of quality: safety, timeliness, equity, efficiency, effectiveness, and patient-centered care.

Integrity
We act with honesty, respect, trust, and fairness.

Innovation
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.

Teamwork
We collaborate in a thoughtful and respectful manner with all members of the healthcare team.

Diversity
We recruit, respect and support a diverse workforce.

Equity
We remedy health care disparities in a compassionate and culturally sensitive manner.

Stewardship
We sustain and reinvest in our mission and members by prudent use of all resources as part of our fiscal responsibility.