

Boston University Medical Group Strategic Plan

FISCAL YEARS 2019 – 2022



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STRATEGIC GOALS



GROWTH AND VALUE

Sustain growth, improve population health, enhance patient experience and reduce cost. Maximize value with a focus on quality and safety.

MANAGEMENT AND RESOURCES

Optimize resources and improve operations for clinical care. Make it easy for all members of the community to fulfill our mission.

EQUITY, VITALITY AND INCLUSION

Create and sustain an organizational culture that is supportive, equitable, diverse and inclusive—and restores joy to the practice of medicine.

EDUCATION AND RESEARCH

Enrich the environment for science, discovery and learning through continuous innovation. Create new models for teaching, training and care delivery.

Growth and Value

GOAL

Sustain growth, improve population health, enhance patient experience and reduce cost. Maximize value with a focus on quality and safety.

OUTCOMES

1. Improve access to health care services
2. Improve community health metrics
3. Top quartile patient experience
4. Decrease cost of care
5. Top decile quality outcome measures
6. Operating margin to support tripartite mission



THREE YEAR STRATEGIES

- Increase covered lives by growing primary care and specialist capacity
- Improve systems to allow for same day appointments and non-telephone based scheduling
- Align physician compensation plans with high value models of care delivery
- Develop non-face-to-face care delivery models
- Enhance physician awareness of the ACO structure and build more clinical collaborations
- Facilitate availability of data and analytics to clinicians to support reduction in costs and improved outcomes
- Formulate specialty referral guidelines and integrate into Epic
- Establish and achieve annual goals for cost reduction, patient experience and quality
- Develop and promote centers of excellence in areas of research and/or clinical expertise
- Use marketing and advertising to promote our services and improve patient education
- Investigate feasibility of an off-campus, multi-specialty, outpatient clinical practice site
- Work with BMC to develop affiliation and/or joint venture arrangements with other health systems

Management and Resources

GOAL

Optimize resources and improve operations for clinical care. Make it easy for all members of the community to fulfill our mission.

OUTCOMES

1. Increase data-driven decision making
2. Increase space to meet growth expectations
3. Improve clinical efficiency with technology
4. Operational standardization
5. Operating margin to support tripartite mission



THREE YEAR STRATEGIES

- Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data
- Establish internal and/or external resources to improve department-focused ambulatory operations
- Collaborate on a plan to increase and optimize inpatient, ambulatory and administrative space
- Work with BMC and BUSM to develop a long-term IT strategies
- Enhance and implement decision support systems for laboratory and radiology ordering
- Improve the process and systems for managing incoming referrals
- Develop and implement leadership programs for chairs, section chiefs and other physician leaders
- Facilitate improved collaboration and cooperation between hospital and physician leadership
- Improve alignment with the BMC medical and dental staff office and elected officials
- Optimize the utilization of advanced practice providers and team-based care delivery
- Implement standards for staff training, competency evaluation and performance accountability

Equity, Vitality and Inclusion

GOAL

Create and sustain an organizational culture that is supportive, equitable, diverse and inclusive—and restores joy to the practice of medicine.

OUTCOMES

1. Gender and racial equity in recruitment, retention compensation, promotion and leadership
2. Improved faculty perception of professional vitality, safety and inclusiveness
3. Recognition as a national leader in equity, vitality and inclusion

THREE YEAR STRATEGIES

- Establish guidelines for recruitment, retention and promotion of diverse candidates for faculty and leadership
- Initiatives at the institutional and work-unit levels to create equitable, professionally fulfilling, efficient, and effective practice environments
- Establish definitions and performance metrics for equity, vitality and inclusion
- Incorporate data about faculty well-being, equity and inclusion into institutional /departmental dashboards
- Develop programs and initiatives to enhance the fulfillment, success and sense of community among URGs
- Implement collaborative programs and policies between BUMG, BMC and BUSM with dedicated resources
- Create awareness of campus resources related to equity, vitality and inclusion
- Engage with local, regional and national networks and raise awareness of our EVI innovations
- Work in partnership with other organizations and advocate for regulatory reform
- Partner with BUSM to revise the criteria for advancement in academic rank
- Assess compensation with respect to rewards and incentives, including productivity targets
- Promote flexibility and work-life integration



Education and Research

GOAL

Enrich the environment for science, discovery and learning through continuous innovation. Create new models for teaching, training and care delivery.

OUTCOMES

1. Increase grant funding for research
2. Greater participation in clinical trials
3. Improve learner satisfaction and performance
4. Increase resources for education and research
5. Innovative educational programs for faculty and learners



THREE YEAR STRATEGIES

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