

Department of Medicine Faculty Meeting

September 3, 2013

Announcements

Review of AY '13

Goals for AY '14

Announcements

Evans Days October 17 and 18, 2013

Ingelfinger Professor: **Wendy Levinson, M.D.**

Wilkins Professor: **Katherine Flegel, Ph.D.**

Evans Center Retreat October 16

CReM Opening Celebration, Thursday, November 7
at 4 pm, 670 Albany Street

Faculty Incentive payments, Cost of Living increase
(1%), and Equity payments approved by the
FPF for eligible faculty

Research Faculty Meeting Monday Sept 16 at 12:30
pm, Wilkins Boardroom

Department of Medicine

Grand Rounds

September 13: *"Update in Thrombosis and Challenges of Older Adults"* **Elaine Hylek, M.D.**

September 20: *"Language Barriers and Medical Interpretation, 1984-2013"* **Eric Hardt, M.D.**

September 27: *"Pulmonary Hypertension: What REVEAL has Revealed- New Demographics and Thoughts"* **Harrison Farber, M.D.**

October 4: *"Sick Euthyroid Syndrome: Should it Be Treated"* **Alan Farwell, M.D.**

Special Lecture Series

“Fostering collaborations with
Pharmaceutical Companies” **Kate Yen,
Ph.D., Agios Pharmaceuticals** - 1 pm on
October 16, 2013; 670 Albany St.

Sponsored by **Orian Shirihi, M.D., Ph.D.**
and the **Evans Center for Interdisciplinary
Biomedical Research**

Academy for Collaborative Innovation & Transformation

Mid-career faculty development program

Experiential and problem-based learning for development of:

- Strategic leadership skills
- Transformational education, clinical & research skills

Applications accepted until October 2, 2013

Program takes place February – December 2014

Career Consultancies

One-hour consultation with a panel of expert faculty who provide strategic feedback regarding your career decision, concern, or dilemma

All faculty members in the Department of Medicine are eligible

Contact [Robina Bhasin](#) to learn more or visit <http://www.bumc.bu.edu/facdev-medicine/facdevprograms/consultancies/>

Faculty Development Seminars

Successful Approaches to a K/Career Development Award

- *Renda Weiner, MD, MPH & Allan Walkey, MD, MSc*
- Tuesday, September 24 from 12-1pm in Wilkins

The Art of Interviewing: Knowing your intern applicant (and other ERAS tricks)

- *Sheilah Bernard, MD*
- Monday, October 21 from 12-1pm in Wilkins

Faculty Networking Dinners

Under-Represented Minorities & Allies Dinner

- October 1, 2013 from 6:30-8:30
- Emelia Benjamin's home in Brookline
- RSVP to [Robina Bhasin](#) if you would like to attend

Review of Academic Year 2013 and Goals for Academic Year 2014

Leadership Changes

AY 2013 and AY 2014

Alice Jacobs, M.D., started as Vice Chair for Clinical Affairs July, 2013

Eva Greenwood, M.B.A., started as Vice Chair for Finance and Administration May 2013

Hemant Roy, M.D. started as Chief of Gastroenterology in January 2013

Shally Bhasin, M.D. departed, search on for Chief of Endocrinology

Search for Chief of Geriatrics underway

Appointments and Promotions Activities AY 13

New Hires-25

19 Instructors and AP's

1 AoP and 1 Prof

4 Clinical prefix AP's

Promotions-13

4 AP's

6 AoP's and 3 Prof

Review of use of "Clinical" prefix for BMC
and VA-based faculty underway

New Hires AY 13

Section	Faculty Member		Rank (anticipated)
Clinical Epidemiology	Devyani	Misra	Instructor
General Internal Medicine	Patrick	Fleming	Instructor
General Internal Medicine	Janelle	Baptiste	Instructor
General Internal Medicine	Sarah	Bagley	Instructor
General Internal Medicine	Jaymin	Patel	Instructor
Geriatrics	Megan E	Young	Asst Prof
Hem/Oc	Shayna	Sarosiek	Instructor
Infectious Diseases	John	Love	Instructor
Infectious Diseases	Jai	Marathe	Instructor
Infectious Diseases	Manish	Sagar	Assoc Prof
Rheumatology	Romy	deSouza	Instructor
General Internal Medicine	Sandra	Urban-Lynch	Clinical Instr
General Internal Medicine	Dana	Mars	Clinical Instr
Infectious Diseases	Rachel	Simmons	Asst Prof
General Internal Medicine	Lunze	Karsten	Res Asst Prof
General Internal Medicine	Jennifer	McCarty	Instructor
General Internal Medicine	Fausto	Ortiz	Instructor
General Internal Medicine	Jayne	Dorfman	Clinical Instr
General Internal Medicine	Christine	Pace	Asst Prof
Nephrology	Stanley	Crittenden	Asst Prof
Hem/Oc	Negroiu	Andreea	Instructor
Nephrology	Ma	Hong	Res Asst Prof
Cardiovascular Medicine	Jennifer	Ho	Instructor
Hem/Oc	Rebecca	Katz	Clinical Instr

Promotions AY 13

Section	Faculty Member		Rank
Endocrinology	Yasuo	Ido	Research Associate Professor
Endocrinology	Amanda	Powell	Assistant Professor
Cardiology	Deborah	Siwik	Research Associate Professor
Cardiology	Fuzhong	Qin	Research Associate Professor
Clinical Epidemiology	Jingbo	Niu	Research Associate Professor
Pulmonary	Darrell	Kotton	Professor
Nephrology	Weining	Lu	Associate Professor
Nephrology	Kei	Yasuda	Assistant Professor
Geriatrics	Tom	Perls	Professor
General Internal Medicine	Jay	Patel	Assistant Professor
General Internal Medicine	Jessie	Gaeta	Clinical Assistant Professor
General Internal Medicine	Elaine	Hylek	Professor
General Internal Medicine	Adam	Rose	Associate Professor
Genetics	Gyungah	Jun	Assistant Professor

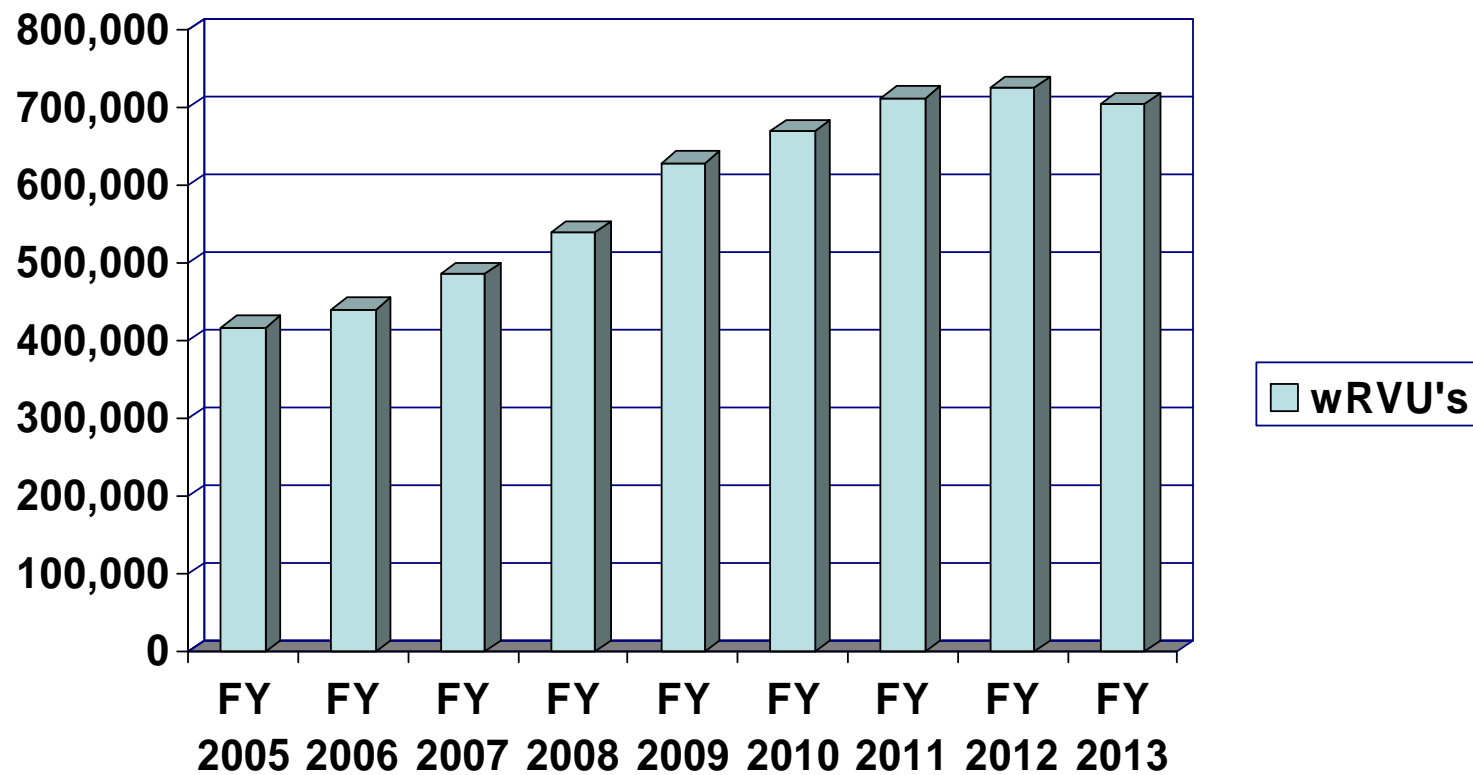
Faculty Distribution by Rank

Rank	Total	Women (%)	URM's (%)
Professor	87	19 (21)	4 (4)
Associate Professor	76	27 (35)	2 (2)
Assistant Professor	161	81 (50)	11 (6)
Instructor	48	20 (41)	7 (14)
Total for all Ranks	373	147 (39)	25 (6)

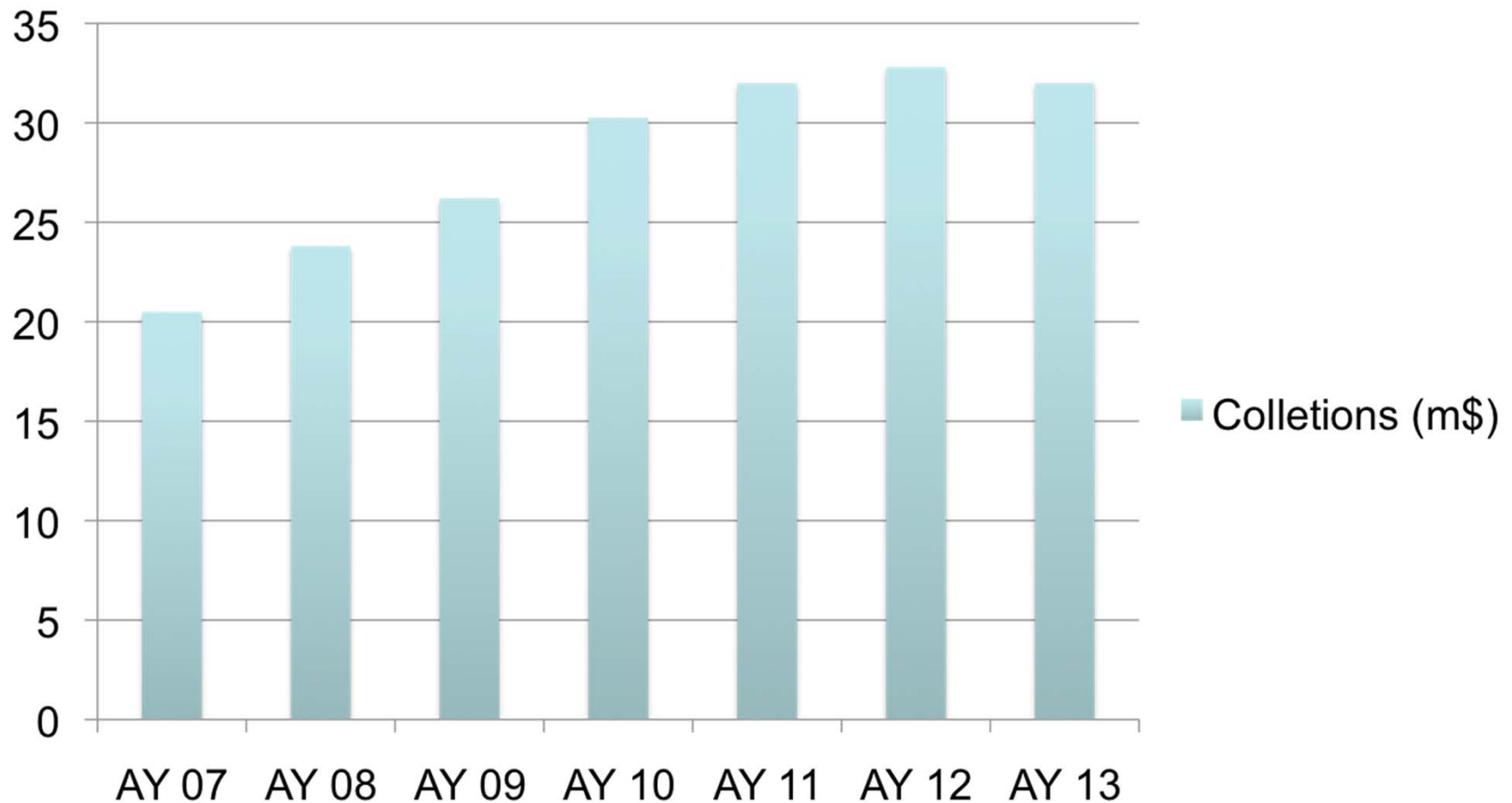
Clinical Program AY 2013

Clinical Volume

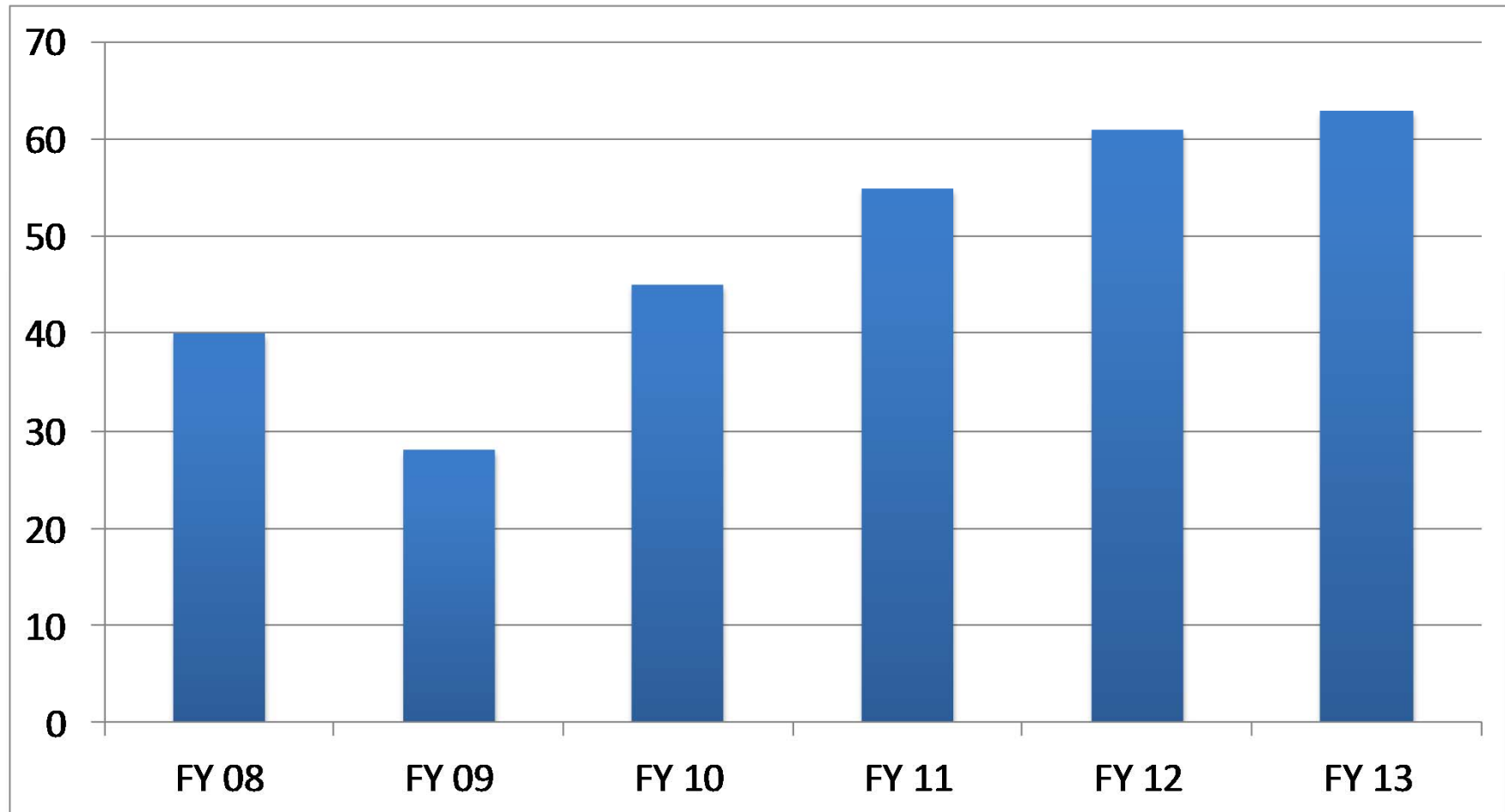
Department of Medicine



Clinical Collections (excluding Free Care)



New Patient Access (% New Pts < 15 days)



Clinical Practice Metrics

The Positives

Access for new patients continuing to improve

Coding compliance increased from 84% to 86%

Payment per wRVU increased substantially from \$44.54 in AY 11 to \$45.02 in AY 12 to \$46.82 in AY 13 (**4% increase** in one year)

Charge Denials decreased from 12% to 9% (14% in AY 11)

Days in Accounts Receivable decreased from 36.6 to 31.8 days

Gross Collection Rate increased from 28% to 32% of charges

Clinical Practice Metrics

The Negatives

Ambulatory Visits decreased by 1.6%

wRVU's decreased by 4%

Discharges decreased by 7.9% and ALOS increased by 2.5% to 4.71 days

Net collection rate unchanged at 94%

Over-coding increased from 8% to 9%

Inpatient Observed:Expected Mortality

O/E 0.76 for Medicine patients AY12-13

- Improved from ~1.0 last year
- Considerable improvement over the past 3 years
- BMC is now in the top quartile of academic medical centers for inpatient mortality

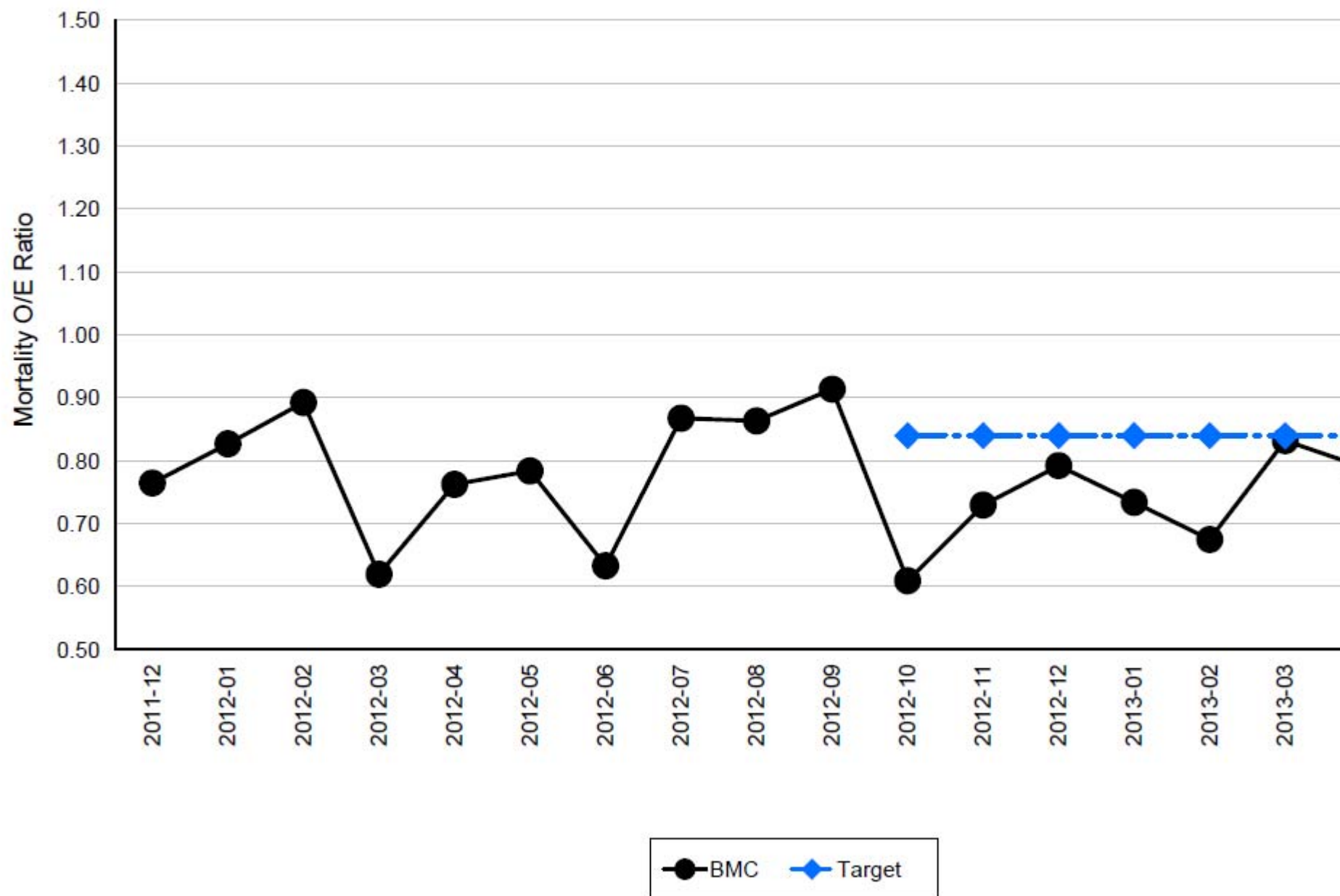
Major initiatives over the past year:

- Standardization of care in the ICU (checklist)
- Sepsis mortality reduction
 - Early recognition of sepsis
 - Improve time to antibiotics

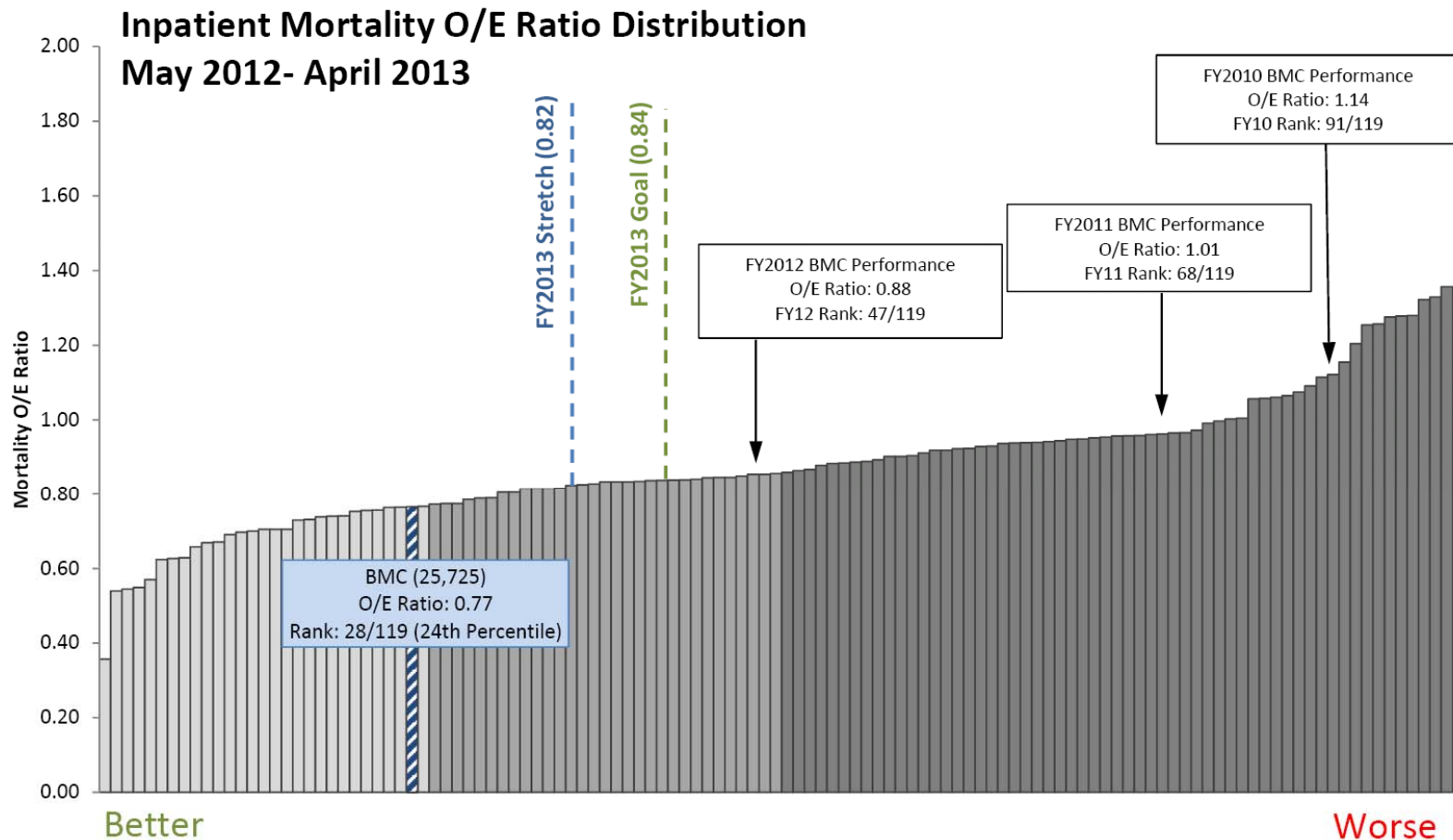
Continued initiatives:

- Twice daily attending rounds
- Reduce barriers to transfer to higher level of care
- Triggers for attending notification

Mortality O/E (Observed/Expected) Ratio (QUEST)



BMC is now in the top quartile of academic medical centers for inpatient mortality



Note: The above hospitals are only UHC Tier A hospitals.

Each bar represents how a hospital performs (on mortality) relative to other hospitals if they had similar types of patients. As you moved from right to left and as the bar becomes smaller, the hospitals are performing better than the previous hospital.

Goals Clinical Program AY 14

Increase outpatient and inpatient volume

Improve access for new patients

80% new patients seen within 14 days

Increase new patient volume

Improve in all six Quality Domains (STEEEP)

Reduce Inpatient Observed to Expected
mortality

Enhance team-based care on inpatient service

Goals Clinical Program AY 14 (con't)

Improve revenue cycle management

Increase productivity of clinical practice

Improve practice infrastructure/environment

Develop marketing strategy with BU and
BMC

Increase experience and performance in
population management

Enhance Primary Care- further enhance
Primary Care Medical Home

Research Program

AY 13

Research Activities AY 13

Space Survey and Reallocation

Initiated in 2011-12, space allocation committee chaired by **Joe Vita, M.D.**, realignments underway

Cores

Number of faculty using cores increased from 100 to 145;

Usage increased from 40,000 to 100,000 hours;

21 grants funded using the core instrumentation for total of over \$37 m;

Metabolomics Service Center established (Anqu Zhang, Ph.D., Director);

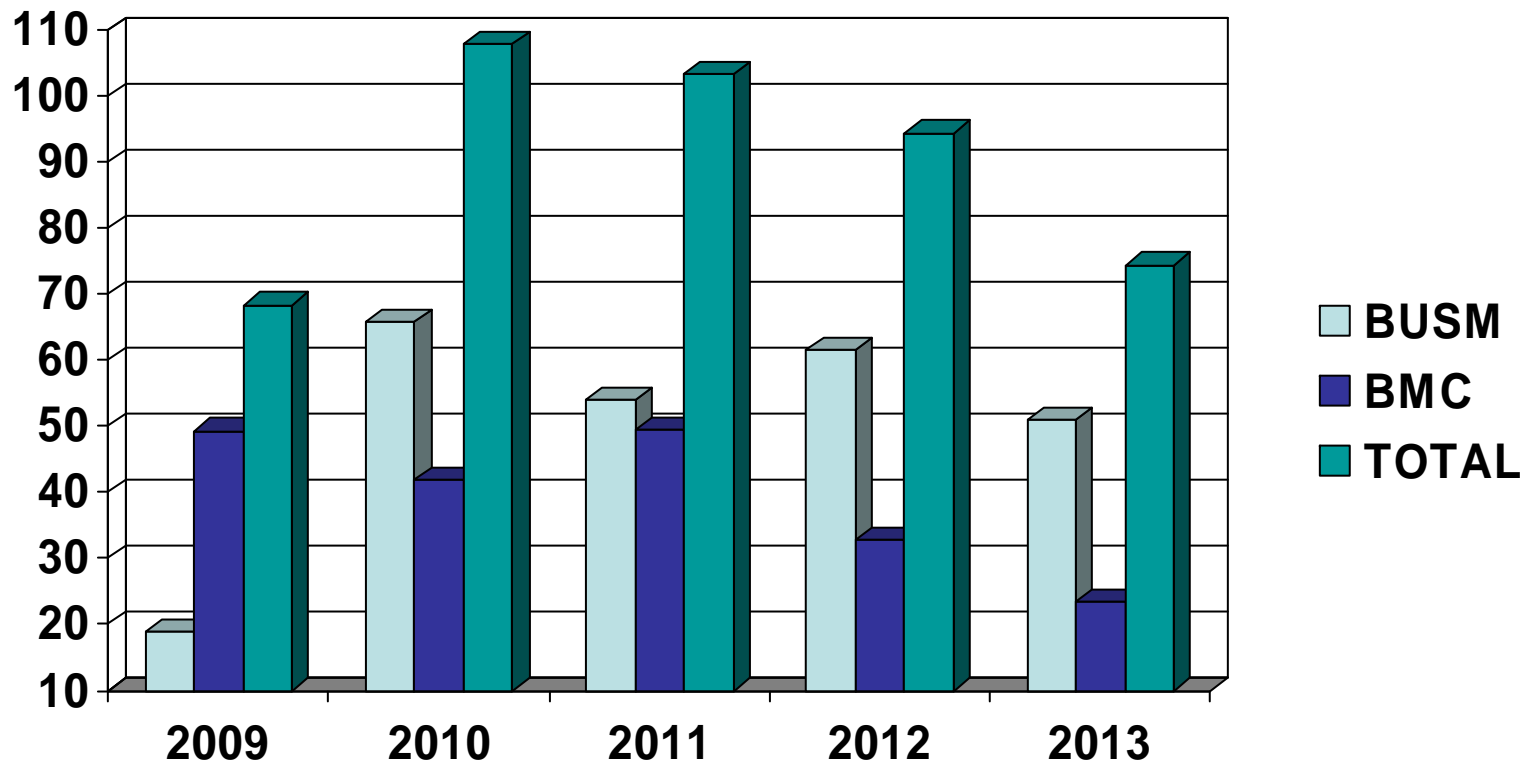
Metabolic **Animal Phenotyping** Center established (Tom Balon, Ph.D., Director);

Imaging core purchased a used Leica SP5 Confocal Microscope;

High Throughput Screening core purchased new liquid handling, robotics, and Plate reader

Research Funding Department of Medicine

(excludes VA, NEIDL, and RWMC)



Funding of Research Faculty AY 13

Bridge Funding Awards: *Eight* faculty

Pilot Funds: *14 Awards* (collaboration with BOAIC-Pepper Center, CTSI, Wing Tat Lee Fund of BUSM, Center for Nano-technology and Nano-biology)

Evans Center for Interdisciplinary Biomedical Research

Research:

4 Graduated ARCs, 5 Current ARCs (funded) and 3 *Pre-ARCs currently in exploration*

Over 150 Faculty Members, and over 100 core participants

83 from Department of Medicine

28 from basic science departments

5 from dental school, 9 from School of Public Health and 25 from Charles River Campus of BU

25 collaborators from outside BU

269 co-PI interdisciplinary publications (Fall 2009-Early 2013)

56 funded grants and one PPG (out of 106 applications)

Evans Center for Interdisciplinary Biomedical Research

Education:

Participation by **66 graduate students and 41 post-doctoral fellows**

Two new Graduate Courses developed and directed by K. Ravid:

Principles of Nanomedicine (shared with CR campus)

Biological Core Technologies

One NCI-funded Training grant (R25) in Nanomedicine:

Drs. Goldberg, Faller and Ravid

Ongoing Outline of 2 Masters Programs (in process):

Nanomedicine

Biological Technologies

Development of Interdisciplinary Seminar Series:

Thematic Seminars in collaboration with Biochemistry and Biophysics

New series titled: “Fostering Collaboration with Biotech”

Goals for AY 14

Research Program

Begin **space re-allocation** based on programmatic needs and performance metrics

Open up **Center for Regenerative Medicine** at 670 Albany Street (second floor) in September

Evaluate feasibility and potential demand for **Center for “Translational Epidemiology and Comparative Effectiveness Research”**

Further develop **interdisciplinary research**

Research Goals AY 14 (con't)

Support **CTSI** renewal application

Enhance **computing capacity**

Work with **BU and BMC** to facilitate investments in research programs

Education Program

AY 13

Education Program Activities

AY 13

Developed tracks in residency program

Urban health

Global health

Clinician Educator

HIV

Patient Safety and Quality

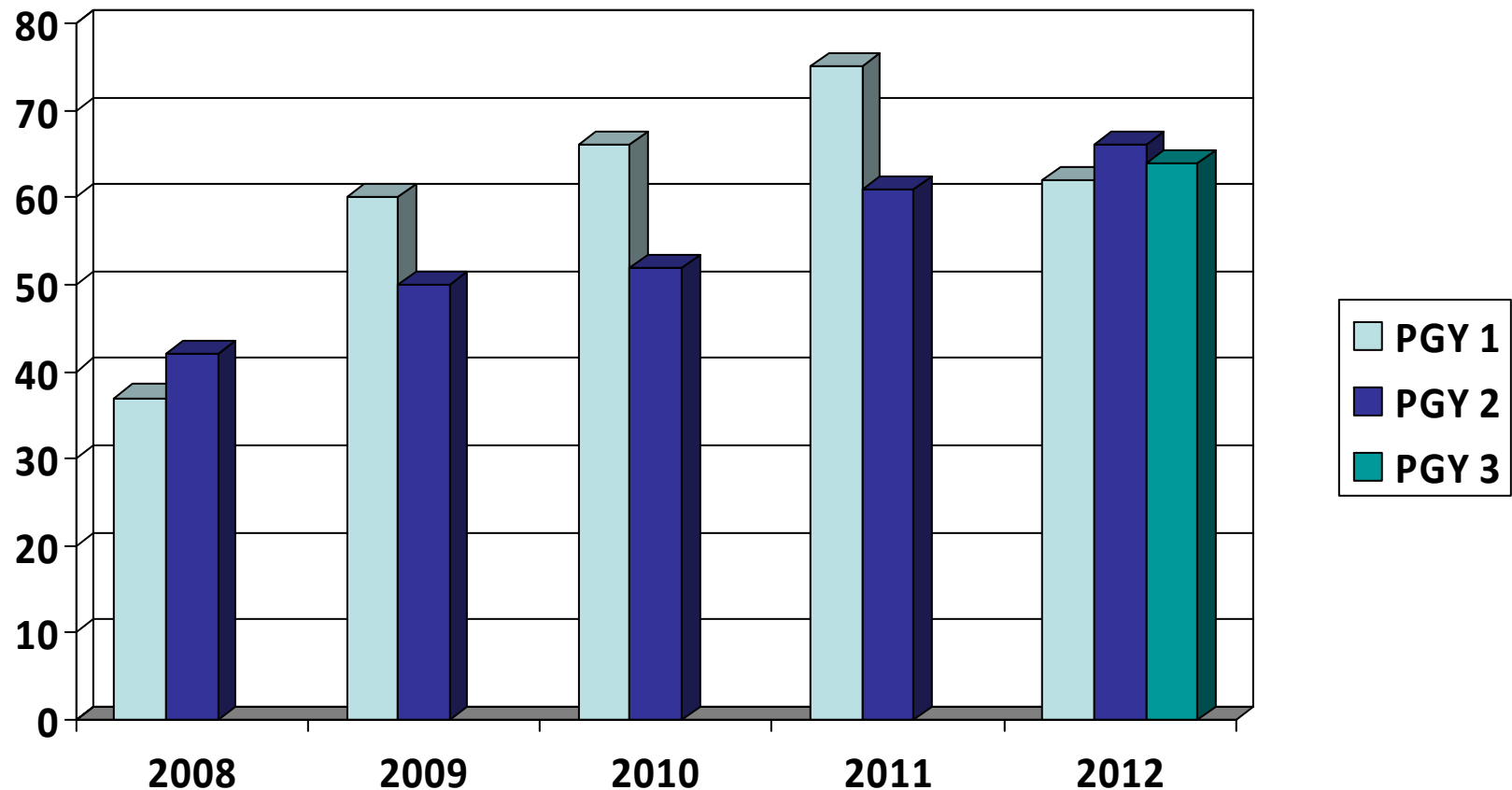
Created **new ID inpatient team**

Implemented “**Super Sub-intern**” Inpatient team

Selectivity of Residency Program Increased by 15% over two years (#ranked to fill match list)

Medical Student evaluations of core clerkships rated good or excellent >90% of respondents

In-Training Examination Results Medical Residents (AY 2008-12)



Education Program

Goals for AY 14

Maintain **full compliance** with ACGME regulations

Continue to expand curriculum in critical thinking, cost effectiveness, and patient safety/quality

Enhance **research** experiences for residents

Enhance **faculty teaching and evaluation skills** to meet ACGME requirements (Next Accreditation System)

Expand training opportunities for medical students

Refine administrative support of the **Graduate Programs** in Translational and Molecular Medicine and Nutrition and Metabolism

Faculty Development and
Diversity Program
AY 13

Faculty Development and Diversity Activities AY 13

Interdisciplinary longitudinal mentoring
program for 18 early career faculty

Offered 21 faculty development seminars

Distributed grants to 27 faculty for career
development training

Hosted networking dinners for women,
minority, and LGBT faculty

Faculty Development and Diversity Goals AY 14

Enhance diversity of faculty

Faculty Career Flexibility

Mid-Career Faculty Longitudinal Mentoring

Enhance departmental community

Increase faculty teaching skills

Administrative Activities

AY 13

Administrative Activities AY 13

External Review of Departmental
administrative operations and performance

New leadership of Finance and
Administration- Eva Greenwood

Planning for revised administrative structure
initiated

Reduced central administrative costs

Improved revenue cycle performance

Financial performance exceeded budget and
yielded positive net operating gain

Administrative Goals AY 14

Collaborate with Section leadership to meet AY 14 operating budget

Optimize clinical revenue by:

- Achieve payment per wRVU > \$47

- Maintaining Days in AR of 32 or less

- Achieving a 9% or less denial rate excluding Free Care

- Achieving NCR > 94%

- Increasing co-pay collections as a percentage of charges by 2% compared to prior year

Recruit and onboard Director of Research Admin.

Implement new financial reports for Sections

Prioritize staff development and training

Implement best practice business processes

Summary

Continued qualitative and quantitative improvement

Contraction of research research funding that reflects NIH budget pressures

External and internal environment require enhanced performance

Clinical- population management, productivity, STEEP

Research –funding level, approaches to discovery, need for career development

Education – demonstrate competencies in trainees

Administrative – increased compliance, improved efficiency, effectiveness

Keys to our success:

Focus on Excellence in each of our core missions

Support one another

Continue to find new ways for the department to develop and support our faculty and staff

Team, Service, and Communication