Department of Medicine
Faculty Meeting
September 19, 2012

Announcements
Review of 2011-12 Academic Year
Goals for 2012-13 Academic Year
Announcements

BMC entered negotiations with Epic for new EMR-installation spring-summer of 2014

BMC Employee Engagement Survey starting next week

Eric Poon, M.D. appointed Chief Medical Information Officer September 2012

Searches:

- GI Section Chief- Hemant Roy, M.D. starts 1/1/13
- Geriatrics Section Chief
- Endocrinology Section Chief
- Vice Chair, Clinical Affairs
- Director, Primary Care
Evans Board
Election

Officers ending four year term:

Stephanie Lee, M.D., Ph.D., David Nunes, M.D. and Emelia Benjamin, M.D.

Propose:

Electing: Alan Farwell, M.D. and Art Theodore, M.D.

Appoint: Katya Ravid, Ph.D.
Evans Centennial Celebration
October 5, 6, 2012

8:30-12:45 pm Evans Center for Interdisciplinary Biomedical Research Retreat
- Rudolph Jaenisch, Ph.D., Professor of Biology, Whitehead Institute, MIT “Cellular Reprogramming: Are We on the Brink of Treating Parkinson, Diabetes and Other Diseases? Facts, hypotheses, unresolved issues” ARC directors: “Milestones in Interdisciplinary Research and Discovery” Andrei Ruckenstein, Ph.D., BU Vice President and Associate Provost for Research “Interdisciplinary Research at BU: Highlights” Round Table Discussions (faculty and trainees); Katya Ravid, Ph.D., D.Sc., Director, ECIBR, Ronald Corley, Ph.D., Associate Provost for Research, BUMC

1:00-3:30 Symposium: ”Charles Darwin, Charles River Campus, the Medical and Evans Centers: Looking Forward”, Katya Ravid, DSc/PhD,”A Journey to the Antigen and Beyond: An Evans Odyssey”, David J. Salant, MD,”Next Generation Regeneration: Stem Cells and the Pursuit of Personalized Medicine”, Darrell Kotton, MD

4:30-7:00 pm Section and Residency Socials
Evans Centennial Celebration
October 6, 2012

9:00-11:00 am
“The Evans: A Century of Challenges and Successes”, Wilkins Visiting Professor: Aram V Chobanian, M.D. President Emeritus, BU, Dean Emeritus, BUSM

“American Journey to Health Equity”, Louis Sullivan, M.D. former US Secretary of Health and Human Services, former President, Morehouse School of Medicine

“Medical Education: Part of the Problem or Part of the Solution”, Catherine Lucey, M.D. Vice Dean for Education, UCSF

11:00 – 2:00 pm
Poster Session, Hiebert Lounge
Evans Centennial Celebration
October 6, 2012 (con’t)

2:00-5:00 pm
“Non-clinical influences of Physician Clinical Decision Making” Stephen Davidson, Ph.D., Professor, BU School of Management

“Creating a Sustainable Healthcare System” Judy Ann Bigby, M.D., Secretary Health and Human Services, Commonwealth of Massachusetts

“A Big Data Approach to Better Understanding, Diagnosing and Treating Disease” Ingelfinger Visiting Professor, Eric Schadt, Ph.D., Professor and Chairman, Department of Genetics and Genomic Sciences, Director, Institute for Genomics and Multi-scale Biology, Mt Sinai School of Medicine

“Personalized Medicine and Drug Development: Time for a new paradigm”, Joseph Loscalzo, M.D., Ph.D., Chairman, Department of Medicine, Brigham and Women’s Hospital

“Fulfilling the Promise: From Mouse to Man” Susan Shurin, M.D., Deputy Director of National Heart, Lung, and Blood Institute NIH

7:00 pm
Gala Dinner: John Joseph Moakley US Courthouse, One Courthouse Way, Boston
Grand Rounds


**Sept 28, 2012**: The Management of Osteoporosis with Bisphosphonates: For Whom and How Long? Clifford J. Rosen, M.D., Director, Clinical & Translational Research, Maine Medical Center, Professor of Medicine, Tufts University School of Medicine
ARC Seminar

"Physiological Impact of Adipose Tissue Dysfunction", Philipp Scherer, PhD, Professor Gifford O. Touchstone Jr. and Randolph G. Touchstone Distinguished Chair in Diabetes Research; Departments of Internal Medicine and Cell Biology UT Southwestern Medical Center 4:30 pm on Wednesday, September 19, 2012, Ground Floor Auditorium, 670 Albany Street
Department of Medicine
Annual Review to Faculty

September 19, 2012
New Faculty and Promotions
2011-12
<table>
<thead>
<tr>
<th>Section</th>
<th>Faculty Member</th>
<th>Rank (anticipated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gastroenterology</td>
<td>Tom Grammatopolous</td>
<td>Research Assistant Professor</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>Tova Meshulum</td>
<td>Research Assistant Professor</td>
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<tr>
<td>Endocrinology</td>
<td>Lauren Collins</td>
<td>Clinical Instructor</td>
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<tr>
<td>Epidemiology</td>
<td>Devyani Misra</td>
<td>Instructor</td>
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<tr>
<td>Rheumatology</td>
<td>Hans Dooms</td>
<td>Assistant Professor</td>
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<tr>
<td>Rheumatology</td>
<td>Peter Grayson</td>
<td>Assistant Professor</td>
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<tr>
<td>Rheumatology</td>
<td>Shizhong Bu</td>
<td>Research Instructor</td>
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<tr>
<td>Pulmonary</td>
<td>Praveen Govender</td>
<td>Assistant Professor</td>
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<tr>
<td>Preventative Medicine</td>
<td>Vanessa Xanthakis</td>
<td>Assistant Professor</td>
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<tr>
<td>Renal</td>
<td>Ashish Upadhyay</td>
<td>Assistant Professor</td>
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<tr>
<td>Renal</td>
<td>Lauren Stern</td>
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<tr>
<td>Renal</td>
<td>Sandeep Ghai</td>
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<tr>
<td>Infectious Diseases</td>
<td>Gopal Yadavalli</td>
<td>Assistant Professor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Jai Marathe</td>
<td>Instructor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Sabrina Assoumou</td>
<td>Instructor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Xianbao He</td>
<td>Research Instructor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Ben Linas</td>
<td>Assistant Professor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Nahid Bhadalia</td>
<td>Assistant Professor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Cassandra Pierre</td>
<td>Instructor</td>
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<tr>
<td>Geriatrics</td>
<td>Julia Barbosa</td>
<td>Clinical Instructor</td>
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<tr>
<td>Geriatrics</td>
<td>Patricia Takach</td>
<td>Clinical Instructor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Jennifer Seigel</td>
<td>Assistant Professor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Amy Linsky</td>
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<td>General Internal Medicine</td>
<td>Marshall Fleurant</td>
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<tr>
<td>General Internal Medicine</td>
<td>Ethan Bornitker</td>
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<tr>
<td>General Internal Medicine</td>
<td>Dan Cottrell</td>
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<tr>
<td>General Internal Medicine</td>
<td>Mary Warner</td>
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<tr>
<td>General Internal Medicine</td>
<td>Meredith d'Amore</td>
<td>Instructor</td>
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<tr>
<td>Hematology/Oncology</td>
<td>Jennifer Ward</td>
<td>Instructor</td>
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<tr>
<td>Computational Biomedicine</td>
<td>Evan Johnson</td>
<td>Assistant Professor</td>
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<tr>
<td>Computational Biomedicine</td>
<td>Stefano Monti</td>
<td>Associate Professor</td>
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## Promotions 2011-12

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<thead>
<tr>
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<th>Rank</th>
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</thead>
<tbody>
<tr>
<td>Gastroenterology</td>
<td>Wanda Blanton</td>
<td>Assistant Professor</td>
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<tr>
<td>Endocrinology</td>
<td>Amanda Powell</td>
<td>Assistant Professor</td>
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<tr>
<td>Cardiology</td>
<td>Fuzhong Qin</td>
<td>Research Associate Professor</td>
</tr>
<tr>
<td>Vascular Biology</td>
<td>Marcus Bachschmid</td>
<td>Assistant Professor</td>
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<tr>
<td>Vascular Biology</td>
<td>Reiko Matsui</td>
<td>Assistant Professor</td>
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<tr>
<td>Renal</td>
<td>Kei Yasuda</td>
<td>Assistant Professor</td>
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<td>Infectious Diseases</td>
<td>Richa Tandon</td>
<td>Assistant Professor</td>
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<td>Pulmonary</td>
<td>Kevin Wilson</td>
<td>Associate Professor</td>
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<td>Tom Perls</td>
<td>Professor</td>
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<td>General Internal Medicine</td>
<td>Elaine Hylek</td>
<td>Professor</td>
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<td>General Internal Medicine</td>
<td>Catherine Rich</td>
<td>Assistant Professor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Tracy Battaglia</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>James Meisel</td>
<td>Associate Professor</td>
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Distribution of Faculty Effort
Department of Medicine

- Clinical
- Research
- Education
- Administration
# Faculty Distribution by Rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Total</th>
<th>Women (%)</th>
<th>URM’s (%)</th>
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<tbody>
<tr>
<td>Professor</td>
<td>95</td>
<td>22 (23)</td>
<td>1 (1.1)</td>
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<tr>
<td>Associate Professor</td>
<td>75</td>
<td>26 (35)</td>
<td>4 (5.3)</td>
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<tr>
<td>Assistant Professor</td>
<td>199</td>
<td>101 (51)</td>
<td>7 (3.5)</td>
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<tr>
<td>Instructor</td>
<td>63</td>
<td>39 (62)</td>
<td>3 (4.8)</td>
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<tr>
<td><strong>Total for all Ranks</strong></td>
<td><strong>434</strong></td>
<td><strong>188 (43)</strong></td>
<td><strong>15 (3.5)</strong></td>
</tr>
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Evans Junior Faculty Merit Awards 2011-12

Alex Walley, M.D., Assistant Professor, General Internal Medicine Section

Renda Weiner, M.D., Assistant Professor, Section of Allergy, Pulmonary and Critical Care
Clinical Program
2011-12
Clinical Volume (wRVU’s)
Department of Medicine

[Bar chart showing the increase in wRVU's from FY 2005 to FY 2012]
Collections
Department of Medicine
($M, excluding Free Care)
New Patient Access
(% New Pts < 15 days)
Clinical Practice Metrics
Department of Medicine

**Positives:**
- Ambulatory Visits increased by 3.3%
- Coding compliance increased from 75% to 84%
- Over-coding decreased from 11% to 8%
- Payment per wRVU increased slightly from $44.54 to $45.02
- Charge Denials decreased from 14% to 12%

**Negatives:**
- Discharges decreased by 7% and ALOS decreased by 2% to 4.56 days
- Net collection rate unchanged at 94%
- Days in Accounts Receivable increased from 34.6 to 36.6 days
Inpatient Observed: Expected Mortality

Inpatient Observed: Expected Mortality steady at 1.0
(unchanged for ’11-12, down from 1.4 two years ago)

All mortalities on the inpatient service reviewed

Key areas identified:
- Sepsis mortality reduction
- CHF mortality reduction
- Anticoagulation management

Continued Initiatives:
- Twice daily rounds by attending and resident
- Reduce barrier to ICU admissions
- Triggers for attending notification
Inpatient Redesign

Call schedule modified to improve workload distribution and duty hour compliance

Teams more geographically based July 1, 2011

Focus on multidisciplinary rounds and care teams

Focus on bedside teaching
Goals Clinical Program 2012-13

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 2012-13 (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- seek approval for Primary Care Medical Home
Research Program
2011-12
Research Activities 2011-12

Funding up – BUSM; down – BMC

Space Survey and Reallocation

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

Research IT

John Meyers, Ph.D. established high performance tiered HIPAA compliant digital data storage system and a second high performance virtualized server to facilitate clinical research

Cores

Number of faculty using cores increased from 76 to 100 in 2011-12
Usage increased from 20,000 to 40,000 hours
36 grants funded using the core instrumentation for total of over $35 m;
Clinical Research Resources Office and Bioinformatics Cores in the CTSI, and Biostatistical Core under the direction of Janice Weinberg, Ph.D. also supported
Research Funding 2011-12

Bridge Funding: Awards to Five faculty

Pilot Funds: 15 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

10 ARC’s and 2 Pre-ARC’s funded
Over 150 Faculty
  83 from Department of Medicine
  28 from basic science departments
  5 from dental school and 25 from Charles River Campus of BU
  25 collaborators from outside BU
184 co-PI interdisciplinary publications
48 funded grants and one PPG (out of 97 applications)
Participation by 63 graduate students and 30 post-doctoral fellows
Two new courses: Biological core technologies and Nanomedicine
R25 award with Drs. Faller and Goldberg on Cancer Nanotechnology
Goals for 2012-13
Research Program

Begin **space re-allocation** based on programmatic needs and performance metrics
Implement **Metabolomics core**
Further develop **interdisciplinary research**
Continuously **evaluate** Department’s Research investments
Support **CTSI** renewal application
Enhance **computing capacity**
Work with **BU and BMC** to facilitate investments in research programs
Education Program
2011-12
New Residency Training Program Director: **Gopal Yadavalli, M.D** and four new Associate Program Directors: **Catherine Rich, M.D., Craig Noronha, M.D., Ashish Upadhyay, M.D., and Sheilah Bernard, M.D.** (Rachel Simmons, M.D. started in August 2012)

New call system and team deployment for inpatient rotations

**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 2012-13

Develop tracks in residency program
  Urban health
  Global health
  Clinician Educator
  HIV

  Patient Safety and Quality

Maintain full compliance with ACGME regulations

Enhance research experiences

Enhance faculty teaching and evaluation skills to meet ACGME requirements

Expand training opportunities for medical student clerkships

Refine Graduate Programs in Molecular Medicine and Nutrition and Metabolism
Faculty Development and Diversity Program
2011-12
Faculty Development and Diversity Activities 2011-2012

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 2012-13

Enhance diversity of faculty
Faculty Career Flexibility
Mid-Career Faculty Longitudinal Mentoring
Enhance departmental community
Increase faculty teaching skills
Administrative Goals 2012-2013

Collaborate with Section leadership to consistently document variances > 5% in Section financials

Optimize clinical revenue by:
- Maintaining Days in AR of 36 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

Achieve clinical coding compliance of >85%

Facilitate system based competency training for new managers
Summary

**Continued growth**
- Financial challenges
- Increased demands
- Resourcefulness of faculty

**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**
- Team
- Service
- Communication
- Excellence
RESEARCH FUNDING
Department of Medicine
(excludes VA, NEIDL, RWMC)
RESEARCH FUNDING
Department of Medicine
(excludes VA, RWMC and NEIDL)

Source: Monthly reports provided by BMC and BU as follows: Proposal_Awards_Med (BMC), MEDAffiliated.xls (BU) and MED.xls (BU)