Department of Medicine
Faculty Meeting

Monday, September 8, 2014

Announcements
Annual Review for 2014
Announcements

Evans Days, October 16 and 17, 2014
Ingelfinger Lecture October 17, noon, Keefer Auditorium: Christine Sinsky, M.D.
Wilkins Lecture, October 16, 3:30 p.m., Keefer Auditorium, David Schwartz, M.D.
Poster session October 16, 9-12 noon, Hiebert Lounge
Dinner, October 16, 6 p.m., Colonnade Hotel
Announcements (con’t)

Update regarding searches
Recruitments for clinicians in pulmonary, rheumatology, cardiology, hematology, endocrinology, GIM
Recruitments for research faculty in GIM, GI, endocrinology
Reminder re PPD testing requirement
BMC funding situation
Announcements (con’t)

Implementation Science initiative moving forward

Center for Translational Epidemiology and Comparative Effectiveness Research holding organizational meeting, will advertise for Director soon.
Minority Faculty Leadership & Career Development Program

- 9-month **leadership and career development program** for URM faculty in DOM to develop the tools necessary to **navigate a successful career in academic medicine**, and to foster leadership skills that enable participants to **positively affect change from where they stand**

- **Target Participants**
  - URM faculty members in DOM on faculty for at least one year

- **Time Commitment**
  - 16 sessions from October 2014 to June 2015
  - Experiential seminars and learning community sessions


- **Contact Robina Bhasin** (rbhasin@bu.edu) for more information
Faculty Development Seminars

• **A Thirty Year Perspective on Life in Academic Medicine**
  – Rebecca Silliman
  – Monday, September 15th from 12-1pm in Wilkins

• **Effectively Managing an Ineffective Employee**
  – Boris Lazic, BU Human Resources
  – Tuesday, September 23rd from 12-1pm in Wilkins

• **An Introduction to Narrative Medicine**
  – Tom Barber
  – Monday, October 20th from 12-1pm in Wilkins
DOM Networking Dinners

• Under-Represented Minorities & Allies Dinner
  – Wednesday, October 22\textsuperscript{nd} from 6:30 to 8:30

• Women Faculty Dinner
  – Wednesday, December 10\textsuperscript{th} from 6:30 to 8:30

Enjoy good food and meaningful discussion with your DOM colleagues.
  – Emelia Benjamin’s home in Brookline
  – RSVP to Robina Bhasin at rbhasin@bu.edu
Quality Improvement Update

BMC Quality and Patient Safety Week – October 20-24

– Poster submissions – due Sept. 15
– Mon. Oct. 20
  • Miara Patient Safety lecture – 12 noon – Bakst Auditorium
    – Saul Weingart, MD - “Learning from Patients and Families about Patient Safety”
  • Poster session/reception -1-3p – Heibert Lounge
– Fri Oct. 24, 12 noon
  • Dept of Medicine Grand Rounds – Keefer Auditorium
    – Chris Landrigan, MD – “Optimizing Patient Safety at Care Transitions: I-PASS handoff bundle”

Faculty QI Bootcamp – project-based curriculum
– Sept 15, 8a-12 noon, followed by one hour sessions on Mon Oct 6, Mon Nov 3, and Mon Dec 1. RSVP to makeba.kent@bmc.org
Faculty Incentive Payments

Up to $500,000 will be distributed from the DOM and Sections (80:20 split, $60K cap from DOM to any section) to individual faculty (MD and non-MD clinicians)

FPF Faculty who reached wRVU target are eligible, exclusionary criteria in DOM policy

Amounts per faculty member and criteria are determined by Section Chief

Will likely be distributed in October paycheck
Strategic Planning Process
AY 2015

Participants sought in one or more of key mission areas: clinical care, research, education (notify Erin McCarthy if interested)

Will attempt to harmonize plan with those of BMC and BUSM

Anticipating small number of meetings and more extended session on November 12

Will seek to refine existing plan

Hope to complete plan by early 2015
Grand Rounds for September

**September 12th** (Sue Kim Hanson Lecture Series) *Jack Elias, M.D.*, Dean of Medicine and Biological Sciences, Brown University “NEW CONCEPTS IN ASTHMA- FROM MOUSE TO MAN AND BACK AGAIN”

**September 19th**: TBA

**September 26th**: *Audrey Calderwood, MD*, “QUALITY IN COLORECTAL CANCER SCREENING AND SURVEILLANCE”
Annual Review
2014 Academic Year
Appointments and Promotions
AY 14

New Hires - 25
  All Instructors and Assistant Professors

Promotions - 12
  1 Res AP
  3 AP’s
  7 AoP’s
  1 Professor
<table>
<thead>
<tr>
<th>Section</th>
<th>Faculty Member</th>
<th>Rank (anticipated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Internal Medicine</td>
<td>Mahmood</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Pang</td>
<td>Instructor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Sequeira</td>
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<tr>
<td>Pulmonary</td>
<td>Hawkins</td>
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<td>Zitnay</td>
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<td>Nephrology</td>
<td>Ayalon</td>
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<tr>
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<td>Ostrander</td>
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<td>Syeda</td>
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<tr>
<td>Cardiovascular Medicine - CWI</td>
<td>Shimizu</td>
<td>Instructor</td>
</tr>
<tr>
<td>Hem/Oc</td>
<td>Fu</td>
<td>Instructor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Hutton</td>
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<tr>
<td>Cardiology</td>
<td>Kobulnik</td>
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<tr>
<td>General Internal Medicine</td>
<td>Olen'</td>
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<td>Hem/Oc</td>
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<td>Cavorsi</td>
<td>Instructor</td>
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<tr>
<td>Hem/Oc</td>
<td>Ko</td>
<td>Instructor</td>
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<tr>
<td>Endocrinology</td>
<td>Steenkamp</td>
<td>Instructor</td>
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<tr>
<td>GIM</td>
<td>Yurkovic</td>
<td>Instructor</td>
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<tr>
<td>GIM</td>
<td>Wu</td>
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<td>Gastroenterology</td>
<td>Sullivan</td>
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<td>Rheumatology</td>
<td>Dubreuil</td>
<td>Instructor</td>
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<tr>
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<td>Kyu</td>
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<td>Cardiology - CWI</td>
<td>Ngoh</td>
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<td>Luptak</td>
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## Promotions AY 14

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<thead>
<tr>
<th>Section</th>
<th>Faculty Member</th>
<th>Rank</th>
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<tbody>
<tr>
<td>Infectious Diseases</td>
<td>Kalpana Gupta</td>
<td>Professor</td>
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<tr>
<td>Pulmonary</td>
<td>Xingbin Ai</td>
<td>Associate Professor</td>
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<tr>
<td>Pulmonary</td>
<td>Elizabeth Klings</td>
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<tr>
<td>Cardiology</td>
<td>Naomi Hamburg</td>
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<tr>
<td>Endocrinology</td>
<td>Marie Mcdonnell</td>
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<tr>
<td>Rheumatology</td>
<td>Paul Monach</td>
<td>Associate Professor</td>
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<tr>
<td>General Internal Medicine</td>
<td>James Hudspeth</td>
<td>Assistant Professor</td>
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<tr>
<td>Cardiology</td>
<td>Jennifer Ho</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>Endocrinology</td>
<td>Dong Kim</td>
<td>Assistant Professor</td>
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<tr>
<td>Cardiology</td>
<td>Peter Hoffmeister</td>
<td>Assistant Professor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Basha Dastagirisheb</td>
<td>Research Asst Professor</td>
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# Faculty Distribution by Rank

**AY 14**

<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>82</td>
<td>19 (23)</td>
<td>2 (2)</td>
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<tr>
<td>Associate Professor</td>
<td>85</td>
<td>32 (37)</td>
<td>2 (2)</td>
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<tr>
<td>Assistant Professor</td>
<td>166</td>
<td>73 (43)</td>
<td>12 (7)</td>
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<tr>
<td>Instructor</td>
<td>84</td>
<td>52 (61)</td>
<td>13 (16)</td>
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<tr>
<td><strong>Total AY 14</strong></td>
<td>417</td>
<td>176 (42)</td>
<td>29 (6.9)</td>
</tr>
<tr>
<td><strong>Total AY 13</strong></td>
<td>405</td>
<td>185 (43)</td>
<td>25 (6)</td>
</tr>
</tbody>
</table>
Distribution of Faculty Effort
Department of Medicine (FTE)

AY '10  |  AY '11  |  AY '12  |  AY '13  |  AY '14
Clinical | Research | Education | Admin   |
Clinical Program
AY 2014
Clinical Highlights AY 14

Patient Centered Medical Home

The Primary Care Clinic completed a vision and goal setting initiative and care team building and identified four clinical transformation priority areas:

- Integrated Behavioral Health
- Population Health Management
- Patient and Care Team Experience
- Chronic Disease/High Risk Management

Population Health Management

Point of care population health management tool designed to assist clinicians in identifying preventative health care gaps; Population Health Manager to receive warm hand-offs from clinicians post-visit to help patients understand and follow-through on cancer screenings
Clinical Highlights AY 14

Clinic Session schedule more **flexible**

Implemented **Pharmacy support** in ID and Rheumatology Clinics with CDD next

Implemented three **discharge pilot** projects
  - Discharge “time-out” led by DOM quality leaders
  - Unit Coordinators arranging negotiated follow-up appointments
  - Multidisciplinary patient education tool

Established **Clinical Excellence Award**
Reimbursement per wRVU

$ per wRVU

AY 2011 | AY 2012 | AY 2013 | AY 2014

$43 | $45 | $47 | $47.5
Clinical Collections (excluding Free Care)
New Patient Access
(% New Pts < 15 days)
DOM Inpatient Discharges

![Graph showing DOM Inpatient Discharges from AY2012 to AY2014. The graph displays the number of inpatient discharges over the months from July to June for each academic year, with AY2012 represented in gray, AY2013 in blue, and AY2014 in cyan. The data shows fluctuations throughout the academic years, with variations in the number of discharges.](image-url)
Clinical Metrics

**The Positives**

Access for new patients continuing to improve

**Ambulatory Visits** increased by 2.4% compared to budget

**wRVU’s** increased by 4%

Payment per wRVU increased

**Charge Denials** decreased from 14% in AY 11 to 12% in AY 12 to 9% in AY 13 to 6% in AY 14

**Gross Collection Rate** increased from 32% to 36% of charges
Clinical Metrics

*The Negatives*

**Discharges** decreased by 0.5% and ALOS increased by 8.5% to 5.24 days

**Days in Accounts Receivable** increased from 32 to 38 days (due in part to the mid-level claim issues)

**Progress in improving Access** uneven across the department
Quality Highlights AY 2013-14

Continue to perform well on overall mortality
All sections met Meaningful Use
Significant ongoing input into Epic
  – Many serving as Clinical Readiness Owners and Superusers
Improved time to antibiotic for hospital-acquired sepsis
Implemented ICU checklist, sedation vacation, and alcohol withdrawal protocol
Schwartz Center Connections conducted – 3 part program between GIM and Oncology
Observed to Expected Inpatient Mortality at BMC

Inpatient Mortality O/E Ratio Distribution from UHC
February 2013 - January 2014

FY2013 BMC Performance
O/E Ratio: 0.81
FY13 Rank: 21/121

FY2012 BMC Performance
O/E Ratio: 0.88
FY12 Rank: 47/119

FY2011 BMC Performance
O/E Ratio: 1.04
FY11 Rank: 68/119

FY2010 BMC Performance
O/E Ratio: 1.14
FY10 Rank: 91/119

FY2014 Goal (0.83)

BMC (25,808)
O/E Ratio = 0.82
Rank: 31 out of 117

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 move from right to left and as the bar becomes smaller, the hospitals are performing better than the previous hospital.
Observed mortality for medical services consistently below expected.
Improved time to appropriate antibiotic for hospital-acquired sepsis on medical services


Mean Time to First Broad Spectrum Antibiotic

Time to antibiotic is calculated by the time difference between the time the order was created and the time the medication was administered. This graph includes only those patients receiving a broad spectrum abx.

Orange Line = Target
Red Marker = Start of Intervention

Percent of Patients With Broad Spectrum Antibiotic Received First and Within 60 Minutes

N=Patients receiving broad spectrum abx as their first abx w/ 60 minutes of order
D=Total number of patients receiving abx
Orange Line = Target
Red Marker = Start of Intervention
QI/PS in Residency program

Longitudinal curriculum over 3 years – led by Gouri Gupte, Craig Noronha, Karin Sloan

Monthly Morbidity and Mortality – Chief Residents

New QI/PS Pathway option for residents and new QI/PS Chief Resident position

Clinical Learning Environment Review
  – Goal of integrating trainees into QI/PS efforts at the institution level
  – Many housestaff serving on committees
Clinical Goals for AY15

Increase **physician support** to enhance effectiveness, productivity, and resiliency
  – Begin Ambulatory Practice redesign
  – Increase Pharmacy support
  – Implement session scheduling flexibility

Improve **integrated care** of patients shared between primary care and specialty clinics

Increase experience and performance in
**population management**

Improve inpatient flow
Increase outpatient **visit volume**
Improve new patient **access**
Continue to improve **revenue cycle** management
Clinical Goals for AY15 (con’t)

Maintain 25\textsuperscript{th} UHC percentile performance for observed to expected \textit{mortality}

Improve \textit{readmission rate} on the medical services
  (goal hospital-wide UHC 50\textsuperscript{th} percentile, less than or equal to 11.26\%, need to prevent \(~120\) readmissions)
  – Anticipate targeting COPD, CHF, sickle cell, ESRD
  – Anticipate Quality Leaders leading efforts for their specific service

Goals in the areas of clinical \textit{outcomes}, \textit{transitions} of care, and \textit{patient experience} to be set at the section level
Research Program
AY 13
Research Activities
AY 14

Number of faculty using cores increased from 145 to 212

Bridge Funding Awards: Six faculty

Pilot Funds: 13 Awards
ECIBR
Affinity Research Collaboratives

ETIOLOGY AND PATHOGENESIS OF ORAL CANCER (EPOC) Drs. Maria Kukuruzinsa (mkukuruz@bu.edu), Avrum Spira (aspira@bu.edu) and Maria Trojanowska (trojanme@bu.edu), ARC Directors (1.1.14)

COMPUTATIONAL GENOMIC MODELS OF ENVIRONMENTAL & CHEMICAL CARCINOGENICITY Drs. Stefano Monti (smonti@bu.edu) and David Sherr (dsherr@bu.edu), ARC Directors (1.1.13)

NANOTHERANOSTIC PLATFORMS FOR CANCER AND VASCULAR DISEASE Drs. Mark Grinstaff (mgrin@bu.edu), Victoria L.M. Herrera (vherrera@bu.edu), Joyce Y. Wong (jywong@bu.edu) and Karl J. Karlson (kkarlson@bu.edu), ARC Directors (1.1.12)

METABOLIC DISEASES AND INSULIN RESISTANCE: STUDIES IN PATIENTS UNDERGOING BARIATRIC SURGERY Dr. Neil Ruderman, ARC Director (nrude@bu.edu); Drs. Caroline Apovian (capovian@bu.edu) and Konstantin Kandror (kkandror@bu.edu), Co-Directors,(1.1.12)
ECIBR
ARC Programs

MITOCHONDRIA IN HEALTH AND DISEASE  Dr. Orian Shirihai, ARC Director (shirihai@bu.edu) (2.1.09)

MOLECULAR, BIOMECHANICAL AND GENETIC MECHANISMS OF ARTERIAL STIFFNESS  Drs. Richard A. Cohen (racohen@bu.edu) and Kathleen Morgan (kmorgan@bu.edu), ARC Directors (12.1.10)

PROTEIN TRAFFICKING AND NEURODEGENERATIVE DISEASE  Dr. Lindsay Farrer, ARC Director (farrer@bu.edu) (12.1.09)

SEX DIFFERENCES IN ADIPOSE TISSUE BIOLOGY AND RELATED METABOLIC DISEASE  Dr. Susan Fried, ARC Director (skfried@bu.edu) (12.1.09)
4 Graduated ARCs (1 evolved into a university center, CreM; 3 ARC-Programs), 5 Current ARCs; 3 Pre-ARCs (2 focused on Clinical Research with Clinician Scientists)

Over 175 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)
59 funded grants and one PPG (out of 106 applications)
ECIBR
Education

ARC’s include 66 graduate students and 41 post-doctoral fellows

Two new Graduate Courses developed and directed by K. Ravid: Biological Core Technologies and Principles of Nanomedicine

One NCI-funded Training grant (R25) in Nanomedicine: Drs. Goldberg, Faller and Ravid

Thematic Interdisciplinary Seminars and ECIBR Research Retreats

New Initiatives:
Nanoscience Center Pilot Grants in Cancer and Nanoscience

U54 – October 2014 Center proposal

U01 – 4 multi-PI proposals

T32 Training Program – Nanomedicine (Goldberg, Ravid, Faller)

Proposal for 2 Masters Programs (by K. Ravid): Biological Technologies and Nanomedicine
Goals for AY 15
Research Program

Develop plan for creative approaches to cope with the current funding crisis through the “Researchers Future Committee”

Open up Center for Metabolic Research at 650 Albany Street (eighth floor) during the next year

Implement a new “Center for “Translational Epidemiology and Comparative Effectiveness Research”

In collaboration with CTSI initiate a “Clinical/Basic Collaborative Initiative”
Research Goals AY 15 (con’t)

Continue support for Researchers through the “First Step Program:” evaluation of application Specific Aims page

Complete consolidation of Core Management under Thomas Balon

Work with BU and BMC to facilitate investments in research programs
Education Program
AY 14
Residency Program Education Activities
AY 14

Implemented **individualized pathways** in residency program

- Urban health
- Global health
- Clinician Educator
- HIV
- Patient Safety and Quality
- Preventive Medicine

Awarded HRSA Grant to develop 4-year, combined IM/Preventive Medicine residency program (Berz, Liebshutz)

Selectivity of Residency Program Increased by 23% over three years (#ranked to fill match list)
In-Training Examination Results
(AY 2008-2013)
Residency Program Education
Goals for AY 15
Enhance scholarly work of faculty involved in education and integrate EBM/inquiry more substantively into the residency experience
Develop faculty’s capacity to perform competency-based evaluations and teaching
Pursue high value care curriculum
Enhance training in systems-based care
Increase diversity of trainees
Medical Student Education Activities AY 14

Medical student evaluations of the core clerkship rated good or excellent > 90% of respondents

The refined Super Sub-intern" Inpatient Team experience received outstanding evaluations

Introduced Visual Thinking Strategies, a method and curriculum to promote discussion about art, into the core clerkships to promote observational and communication skills, including active listening, integration of diverse perspectives, and teamwork around complex tasks
Medical Student Education
Goals for AY 15

Enhance resident and faculty teaching and evaluation skills

Expand training opportunities for medical students

Further standardize core components of the student learning experience across multiple sites
DOM Graduate Programs

Nutrition and Metabolism
  – 14 Masters students
  – 13 PhD students

Molecular Translational Medicine
  41 PhD students (13 MD, PhD students)

Genetics
  – 11 PhD students
Faculty Development and Diversity Program
AY 14
Faculty Development and Diversity Activities AY 14

Academy for Faculty Advancement (AFA)
Completion of 3rd year of BUMC longitudinal early career faculty development program

Academy for Collaborative Innovation & Transformation (ACIT)
Development, implementation & evaluation of BUMC mid-career faculty development program

Grant writing workshop
5 months, 8 sessions, 12 DOM investigators
Faculty Development and Diversity
Activities AY 14

**Faculty development seminars**
- 13 – education, research, career development

**Career consults**
- 40 CV reviews and career consultations

**Faculty development grants**
- 18 faculty for career development training

**Education pilot grants**
- To 2 faculty members to enhance medical education

**Networking dinners**
- Educators, investigators, women, minority, early career
Faculty Development and Diversity
Goals AY 15

Build community among and support the careers of URM faculty
Critically revise all faculty development programs to use more innovative and experiential learning
Measure the impact of Academy for Collaborative Innovation & Transformation
Develop a sustainable model for Academy for Collaborative Innovation & Transformation
Increase outreach to and inclusion of more DOM faculty in FDD programs
Finance Activities AY 14

Implemented new financial reports for Section by lines of business

Teamed up with Section leadership to improve AY14 operating performance: $1.8M favorable variance compared to budget

Improved key clinical revenue cycle metrics ($ per wRVU and first time denial rate of claims) but days in AR and copay collections worsened slightly
Finance Goals AY 15

Collaborate with Section leadership to meet AY15 operating budget

Enhance financial reporting by product line and by Section

Optimize clinical revenue by:

<table>
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<tr>
<th>Metrics</th>
<th>Goals</th>
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<tbody>
<tr>
<td>% AR &gt; 90 days</td>
<td>22% or less</td>
</tr>
<tr>
<td>Payment per wRVU</td>
<td>$51</td>
</tr>
<tr>
<td>Reduce Receipt lag by</td>
<td>2% or more</td>
</tr>
<tr>
<td>Reduce First time denials by</td>
<td>10% or more</td>
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<tr>
<td>- Referral/Authorizations</td>
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<tr>
<td>- Eligibility checks</td>
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<tr>
<td>Increase copay collection as a percentage of</td>
<td>1% or more</td>
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<td>charges from prior year by</td>
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</table>
Resolved most BU and BMC grant deficits

Completed BU internal audit with minimum findings

Expanded to three staff, designing improved reporting tools, consolidated financial management of cores, bridge funding, and pilots

Provided training to administrative staff
Research Administration Goals AY 15

Develop standard job responsibilities for Grant Managers

Implement a standard shadow system for post award management

Streamline industry and clinical trial agreements

Develop a monthly grant report including both BU and BMC grants
Central Administration Activities AY 14

New leadership
- Senior Director, Finance: Maureen O’Sullivan
- Director, Research Administration: Liz Wilson
- Director, Revenue Cycle: TBD
- 3 new Section Administrators: Cardiology, Infectious Disease, Rheumatology

Implemented DOM Administration Grand Rounds for staff training and development

Updated all DOM contracts with health centers and other entities

Created onboarding checklist for Admin Director and Grant Manager
Central Administration Goals AY 15

Centralize visa, appointments and promotions functions

Consolidate technical coding and professional billing teams

Prioritize staff development and training

Implement best practice business processes

Optimize departmental financial performance
Summary

Continued qualitative and quantitative improvement
Responsive to external stakeholders
Increased demands
Resourcefulness of faculty

External and internal environment require enhanced performance
Clinical - population management, productivity, value, STEEP
Research – funding level, approaches to discovery, need for career development, response to funding environment
Education – demonstrate competencies in trainees, equip trainees for world of value-based care, lifelong learning, professionalism
Administrative – increased compliance, improved financial performance through increased efficiency and effectiveness

Keys to our success
Team
Service
Communication
Excellence