

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
- **Application deadline is September 12, 2014** <http://www.bumc.bu.edu/facdev-medicine/facdevprograms/minority-faculty-leadership-career-development-program-application/>
- 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 22nd from 6:30 to 8:30
- **Women Faculty Dinner**
 - Wednesday, December 10th 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”

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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

New Hires AY 14

Section	Faculty Member		Rank (anticipated)
General Internal Medicine	Mahmood	Syed	Instructor
General Internal Medicine	Pang	Linda	Instructor
General Internal Medicine	Sequeira	Shwetha	Assistant Professor
Pulmonary	Hawkins	Finn	Assistant Professor
Geriatrics	Zitnay	Ryan	Assistant Professor
Nephrology	Ayalon	Rivka	Instructor
General Internal Medicine	Ostrander	Thomas	Instructor
Pulmonary	Syeda	Sohera	Assistant Professor
Cardiovascular Medicine - CWI	Shimizu	Ippei	Instructor
Hem/Oc	Fu	Julie	Instructor
General Internal Medicine	Hutton	Elizabeth	Instructor
Cardiology	Kobulnik	Jeremy	Instructor
General Internal Medicine	Oleng'	Nicolette	Instructor
Hem/Oc	Renteria	Anne	Instructor
Hem/Oc	Cavorsi	Katherine	Instructor
Hem/Oc	Ko	Naomi	Instructor
Endocrinology	Steenkamp	Devin	Instructor
GIM	Yurkovic	Alexandra	Instructor
GIM	Wu	Charlotte	Assistant Professor
Gastroenterology	Sullivan	Kathleen	Instructor
Rheumatology	Dubreuil	Maureen	Instructor
Rheumatology	Kyu	Kim	Instructor
Cardiology - CWI	Ngoh	Gladys	Instructor
Endocrinology	Palmer	Kendra	Instructor
Cardiology	Luptak	Ivan	Instructor

Promotions AY 14

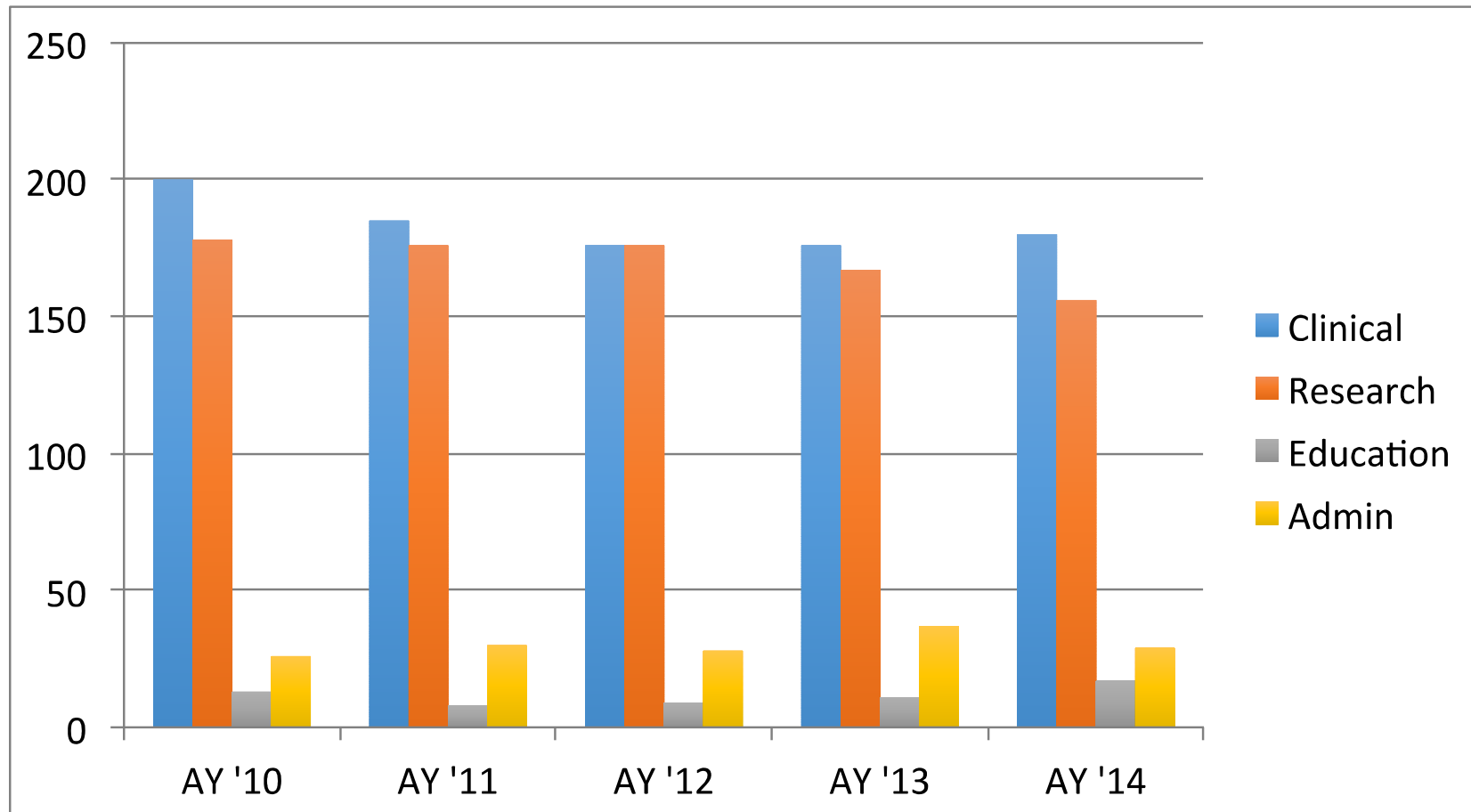
Section	Faculty Member		Rank
Infectious Diseases	Kalpana	Gupta	Professor
Pulmonary	Xingbin	Ai	Associate Professor
Pulmonary	Elizabeth	Klings	Associate Professor
Cardiology	Naomi	Hamburg	Associate Professor
Endocrinology	Marie	Mcdonnell	Associate Professor
Rheumatology	Paul	Monach	Associate Professor
General Internal Medicine	James	Hudspeth	Assistant Professor
Cardiology	Jennifer	Ho	Assistant Professor
Preventative Medicine	Vanessa	Xanthakis	Assistant Professor
Endocrinology	Dong	Kim	Assistant Professor
Cardiology	Peter	Hoffmeister	Assistant Professor
Infectious Diseases	Basha	Dasthagirisheb	Research Asst Professor

Faculty Distribution by Rank

AY 14

Rank	Total	Women (%)	URM's (%)
Professor	82	19 (23)	2 (2)
Associate Professor	85	32 (37)	2 (2)
Assistant Professor	166	73 (43)	12(7)
Instructor	84	52 (61)	13 (16)
Total AY 14	417	176 (42)	29 (6.9)
<i>Total AY 13</i>	<i>405</i>	<i>185 (43)</i>	<i>25 (6)</i>

Distribution of Faculty Effort Department of Medicine (FTE)



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

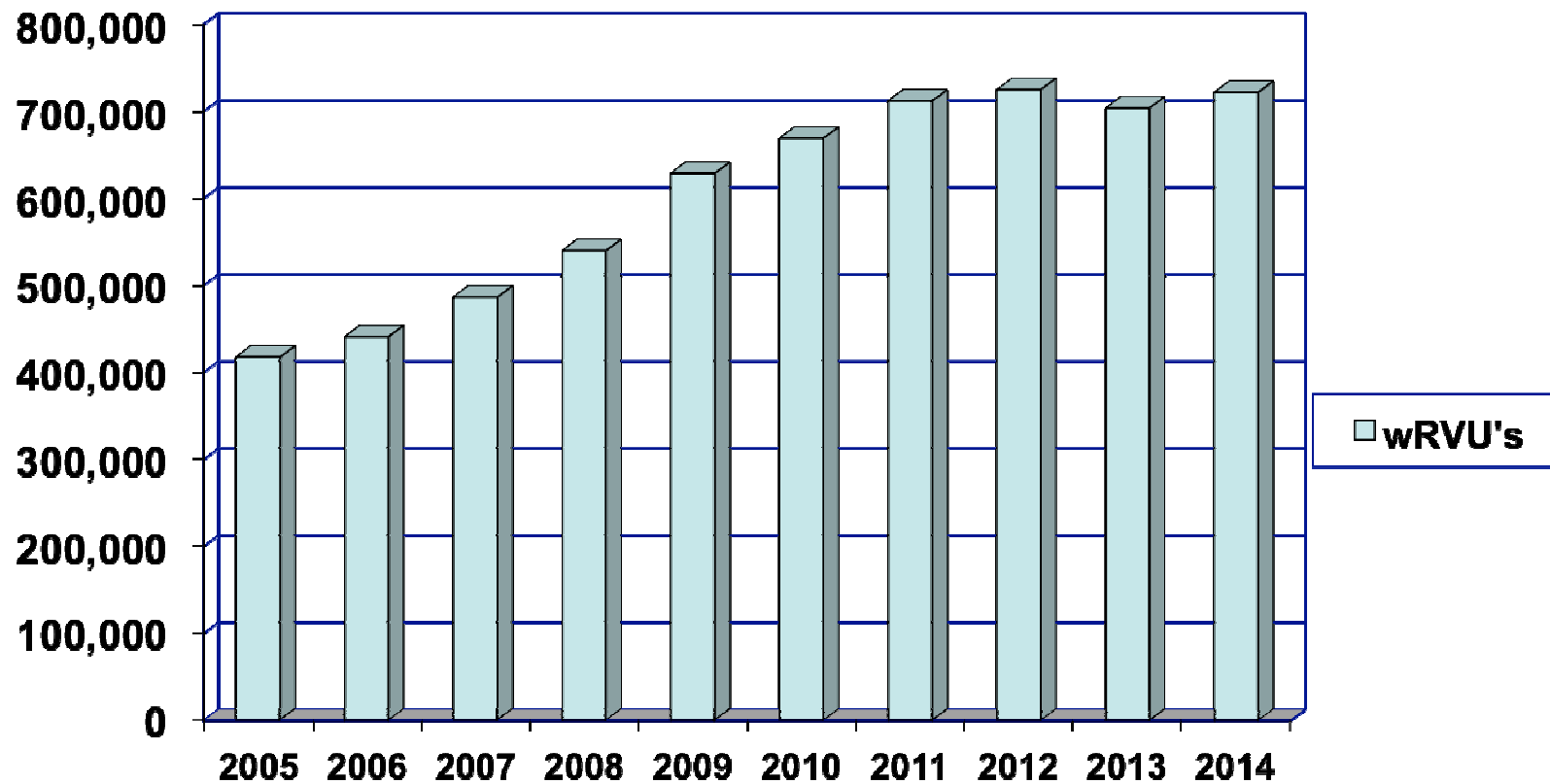
Implemented three **discharge pilot** projects

- Discharge “time-out” led by DOM quality leaders
- Unit Coordinators arranging negotiated follow-up appointments
- Multidisciplinary patient education tool

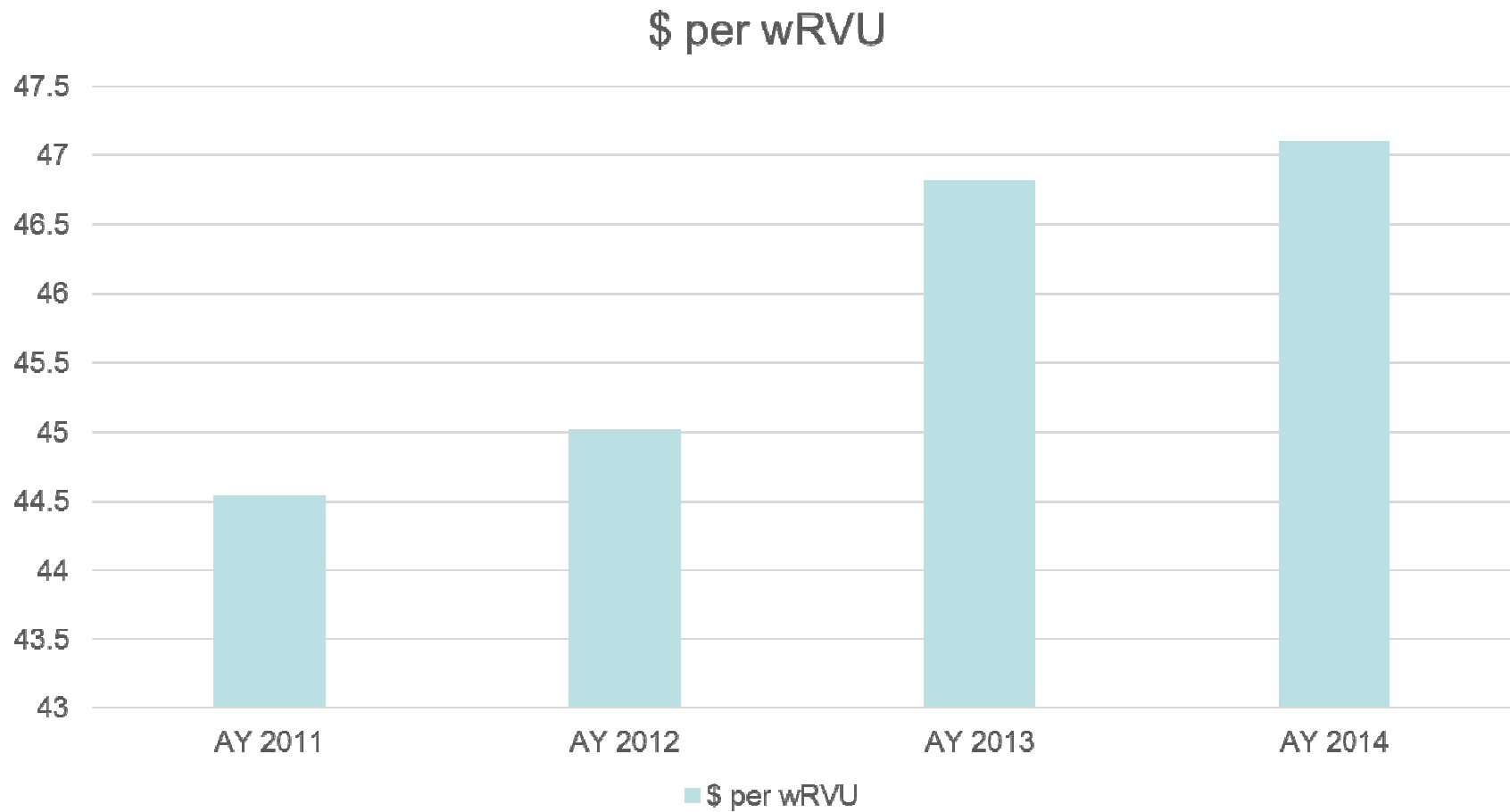
Established **Clinical Excellence Award**

Clinical Volume

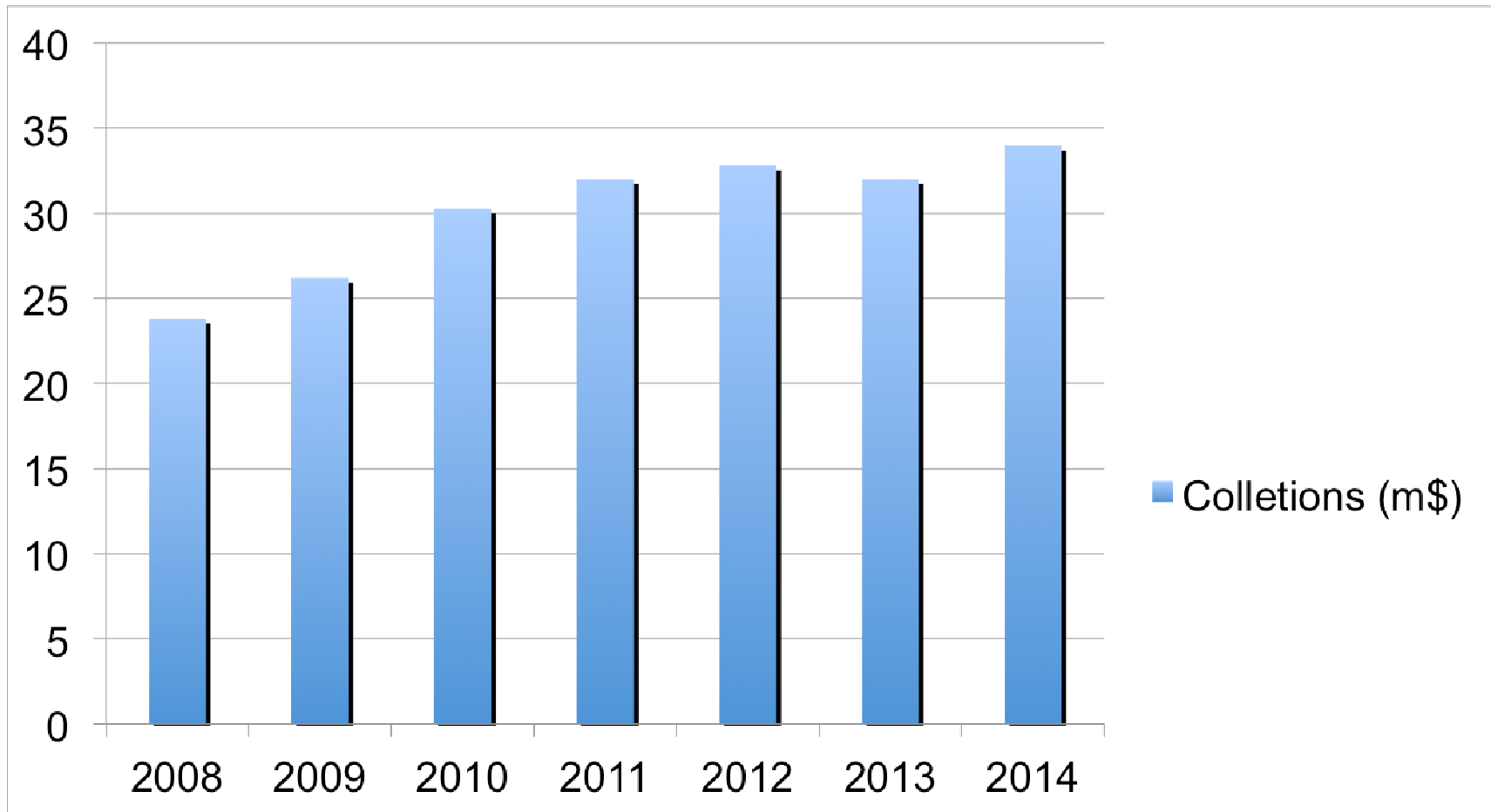
Department of Medicine



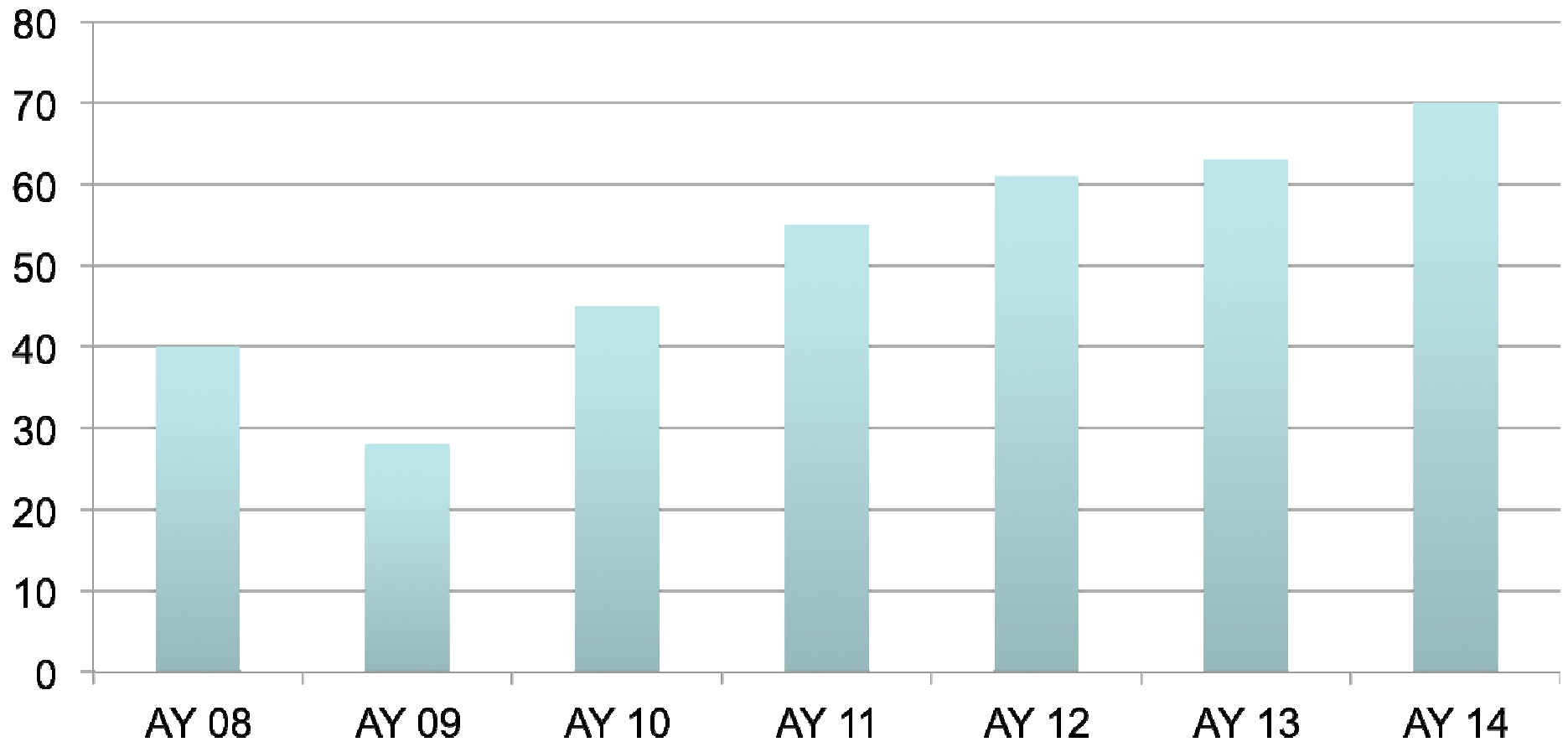
Reimbursement per wRVU



Clinical Collections (excluding Free Care)



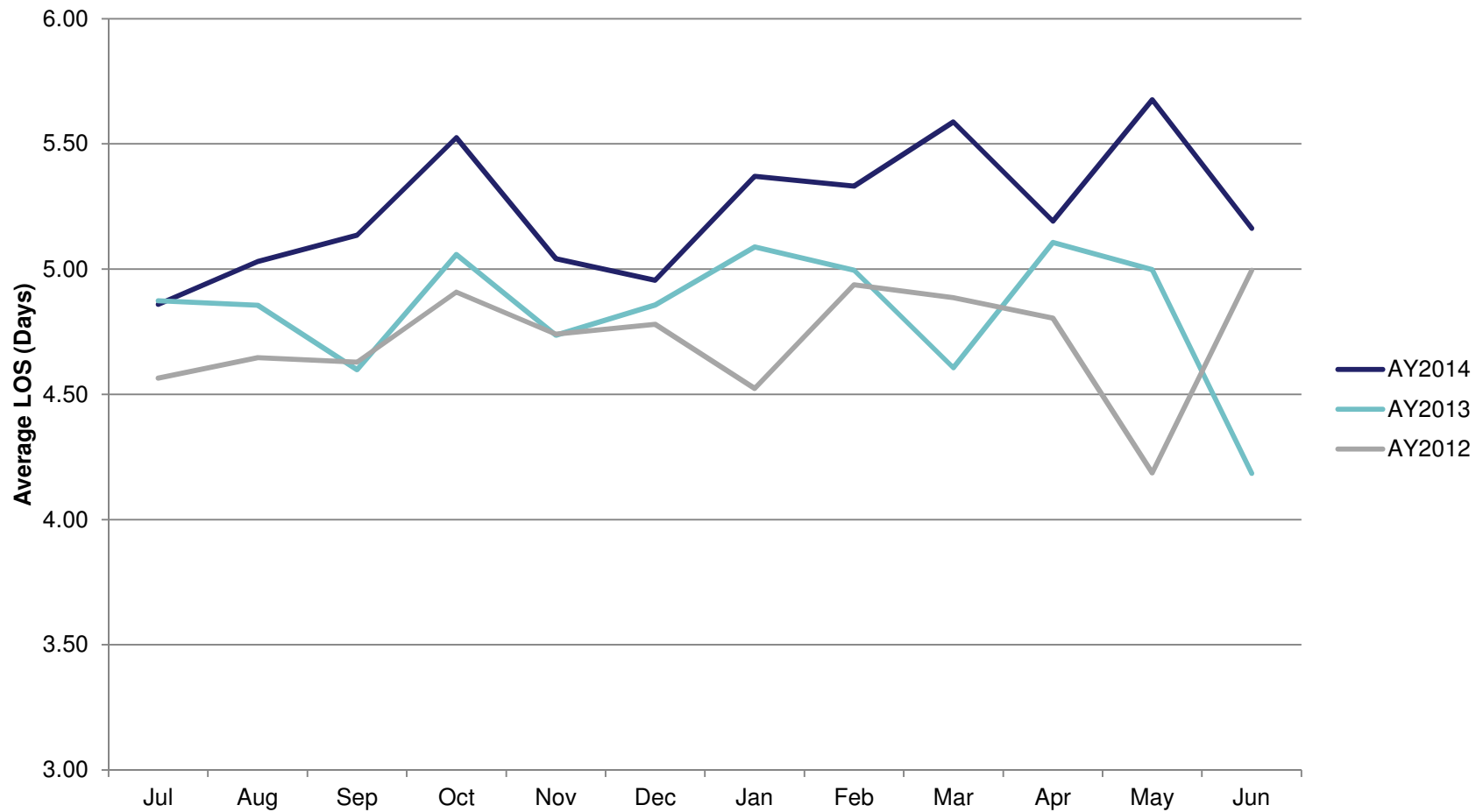
New Patient Access (% New Pts < 15 days)



DOM Inpatient Discharges



DOM Average Length of Stay



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

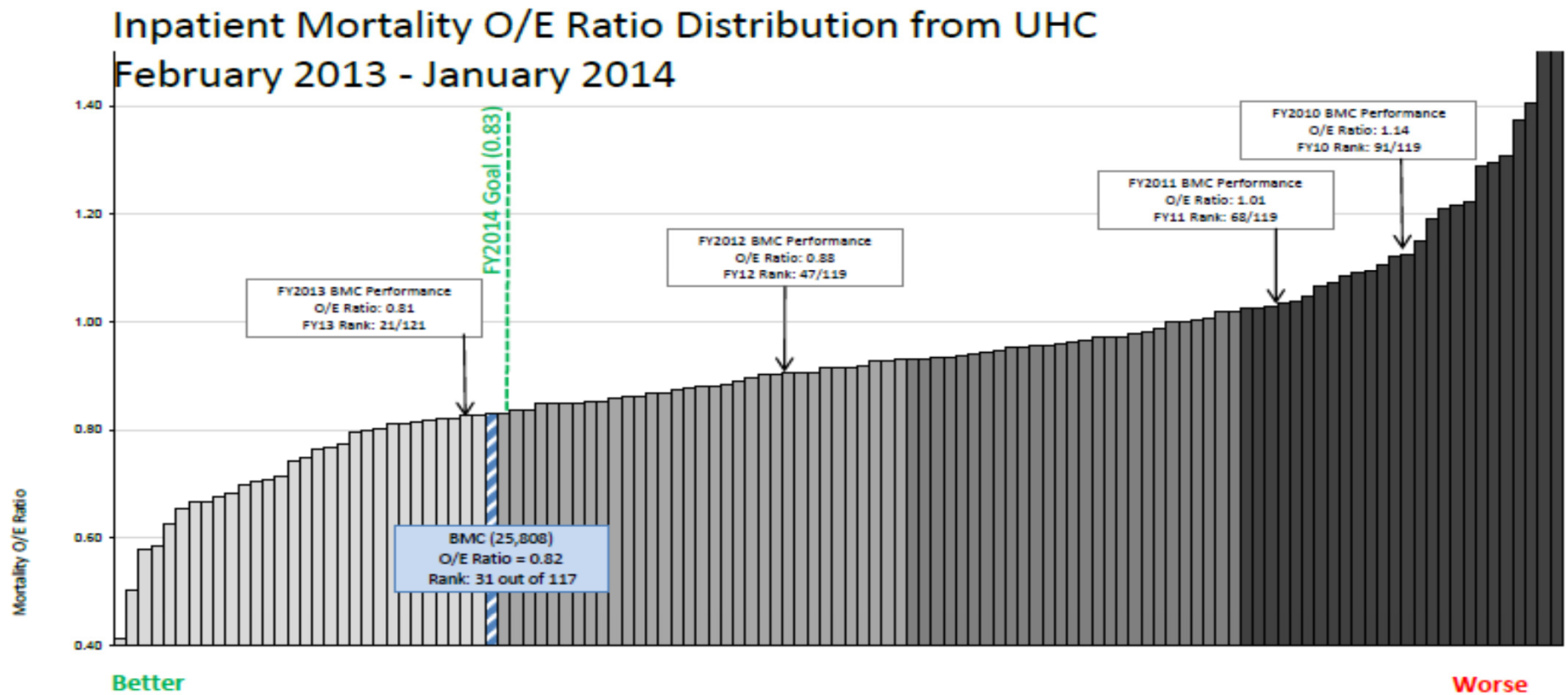
- Many serving as Clinical Readiness Owners and Superusers

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

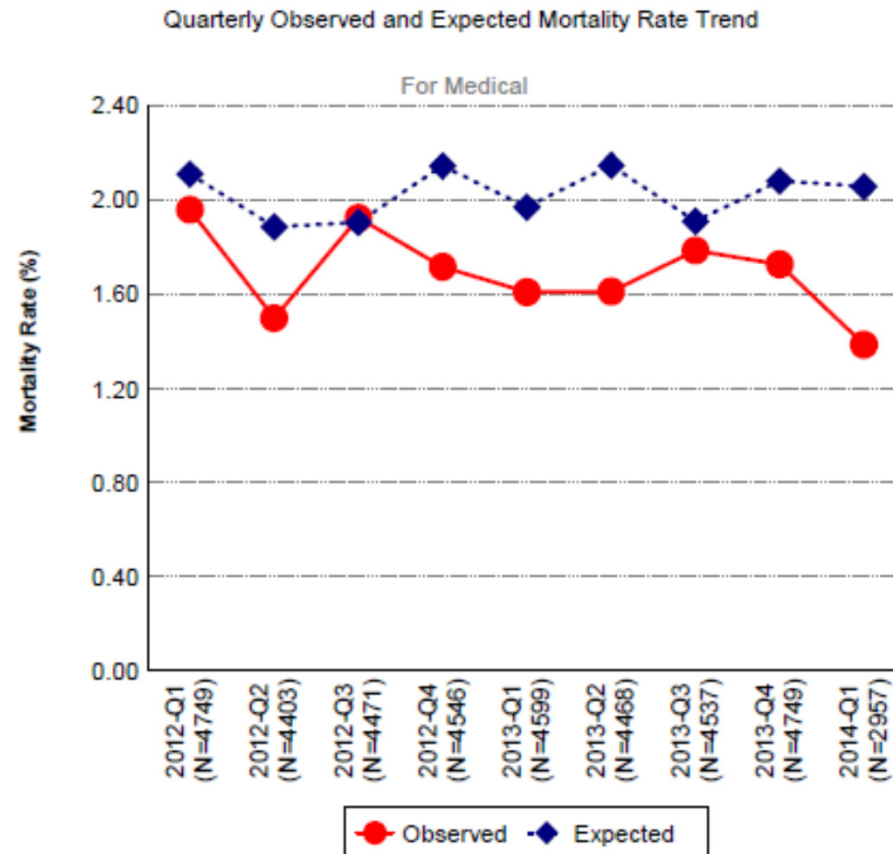


Note: The above hospitals are only UHC Tier A hospitals.

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

Medical MS-DRG Mortality Analysis for Boston Medical Center
(January 2012 - February 2014)¹

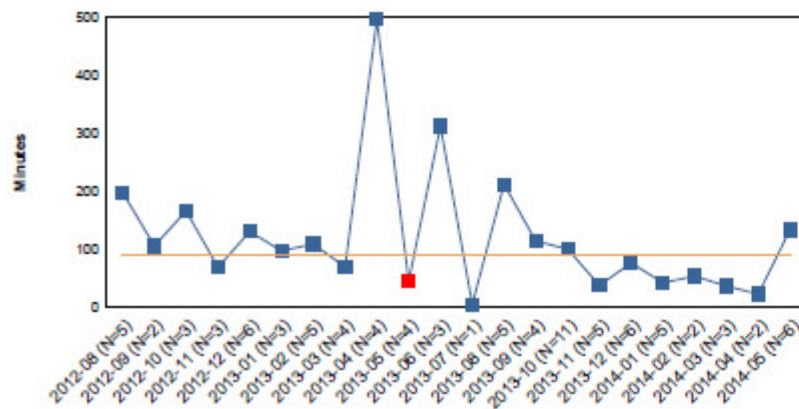


Improved time to appropriate antibiotic for hospital-acquired sepsis on medical services

Hospital Acquired Sepsis - Time to Antibiotics Process Metrics Monthly
Trend Report: August 2, 2012 - May 28, 2014 (N=98)
BMC Adult Non-Surgical Services



Mean Time to First Broad Spectrum Antibiotic

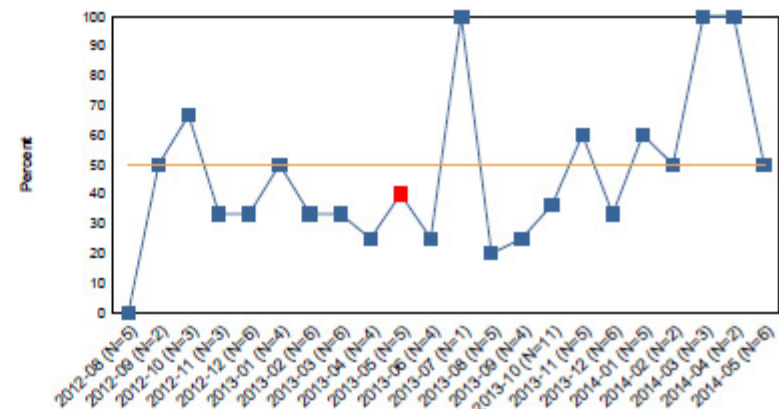


Time to antibiotic is calculated by the time difference between the time the order was created and the time the medication was administered. This graph includes only those patients receiving a broad spectrum abx.

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/i 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**

CDL(1) Improve inpatient flow

Increase outpatient **visit volume**

Improve new patient **access**

Continue to improve **revenue cycle** management

Slide 34

CDL(1

Coleman, David L. (MD), 9/9/2014

Clinical Goals for AY15 (con't)

Maintain 25th UHC percentile performance for observed to expected **mortality**

Improve **readmission rate** on the medical services (goal hospital-wide UHC 50th 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 **outcomes**, **transitions** of care, and **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

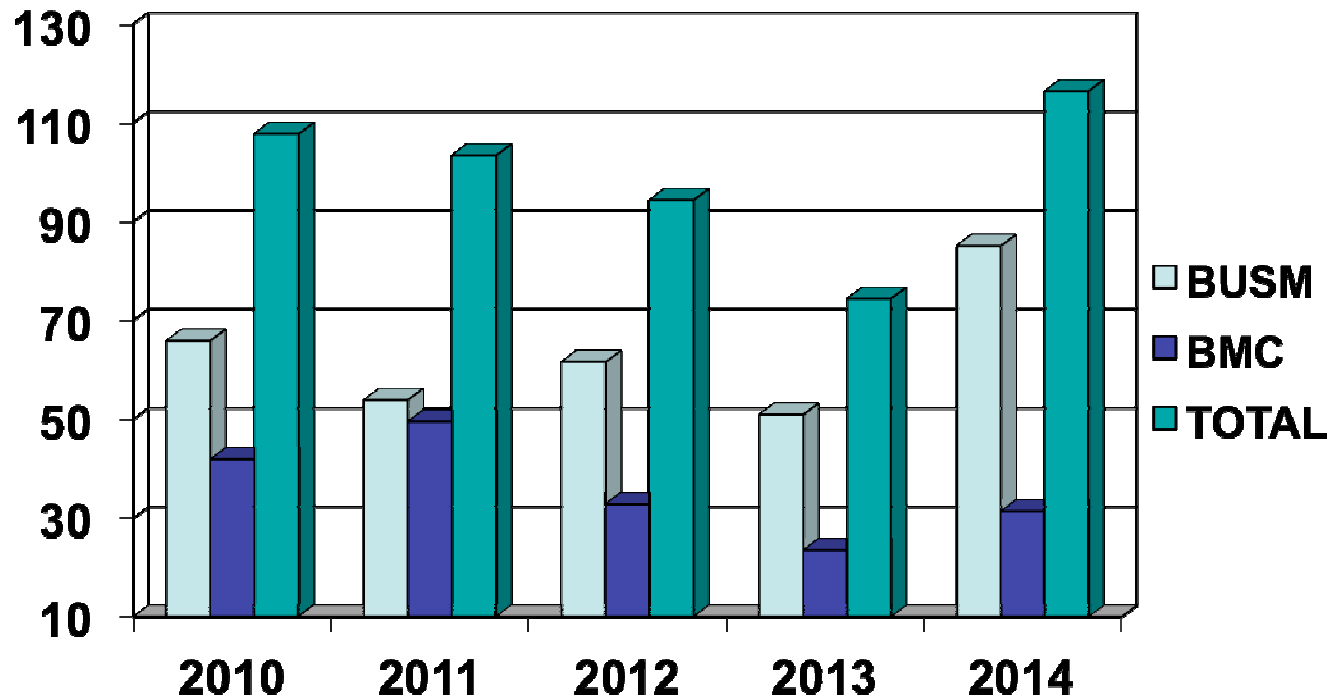
Bridge Funding Awards: *Six* faculty

Pilot Funds: *13 Awards*

RESEARCH FUNDING

Department of Medicine

(excludes VA, NEIDL, and RWMC)



ECIBR

Affinity Research Collaboratives

ETIOLOGY AND PATHOGENESIS OF ORAL CANCER (EPOC) Drs. Maria Kukuruzinska (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)

ECIBR Research

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

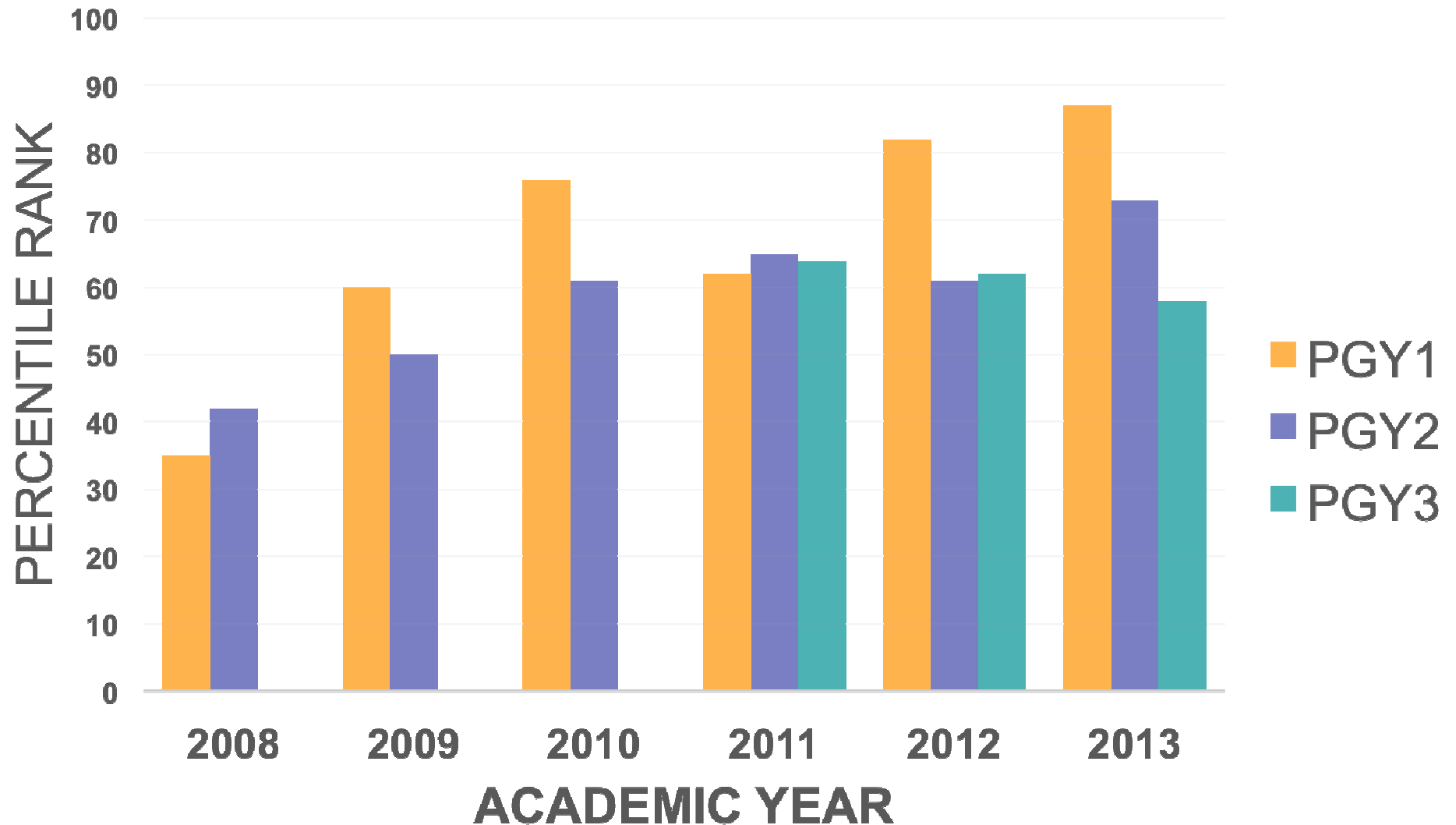
Patient Safety and Quality

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 and Administration

AY 14

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:

Metrics	Goals
% AR > 90 days	22% or less
Payment per wRVU	\$51
Reduce Receipt lag by	2% or more
Reduce First time denials by <ul style="list-style-type: none">- Referral/Authorizations- Eligibility checks	10% or more
Increase copay collection as a percentage of charges from prior year by	1% or more

Research Administration Activities

AY 14

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