September 14, 2018

**Annual Report**

**Academic Year 2018**

**Department of Medicine**

**Boston University School of Medicine and Boston Medical Center**

Due to the efforts of an exceptional faculty, talented trainees, and dedicated staff, the Department of Medicine had an extraordinarily successful year in AY 2018. The faculty’s spirit and high standards of excellence drove the launching of new initiatives and unparalleled levels of success in each of our core missions. *Indeed, by most measures, AY 18 was the most successful year in our department’s history!* Our department’s success was greatly facilitated by the commitment and support of our affiliated institutions (BMC and BUSM) and the partnerships with faculty in other departments on both the Medical and Charles River campuses of Boston University.

**Faculty:** The number of faculty in the department has remained in the range of 421-425 over the past three years. We are particularly pleased by the increase in the percent of faculty from groups under-represented in medicine – to 9.2% in AY 18 from 6.8% in AY 17. As in years past, approximately half (52%) of our faculty are women, but unfortunately women faculty remain under-represented at senior faculty academic ranks. Twenty-three faculty were promoted to higher academic rank and 45 new faculty were hired in AY 18. The faculty effort distribution for AY 16 was 36% research, 54% clinical, 5% education, and 5% administration. The data show a slight increase in funded clinical time and a slight decrease in funded research time across the faculty as a whole.

**Clinical:** The department’s clinical performance was quite strong in both clinical volume and quality. Like many clinical departments, however, the department’s faculty are under growing stress from the amount of non-physician work and productivity demands. A Physician Satisfaction/Advisory group was formed to develop interventions that address these concerns. In addition, the department established Evans Clinician Awards in AY 18 to recognize outstanding clinicians in the department.

Most measures of clinical volume increased relative to prior years. Clinician work increased to a new high of 796,000 wRVU’s from 788,000 in AY 17. Clinical collections increased to nearly $40.9 m from $38.5 m and reimbursement for clinical services increased by 5.1% to $51.33/wRVU, the highest level in the past five years. The patient experience scores for the department’s ambulatory clinics were above target and slightly above AY 17. On a less positive note, ambulatory visits declined by 1.7% relative to AY 17 and access for new patients was below target. On the inpatient medical service, average length of stay was shorter than expected (O/E = 0.96) but the readmission rate (17%) was higher than goal. The observed mortality rate on the inpatient medical service was below the expected level throughout AY 18. The department successfully restructured the inpatient schedule to facilitate earlier discharges from the medical service at BMC.

Several new interdisciplinary clinical teams were established: multidisciplinary sickle cell disease program, pulmonary embolus response teams, multidisciplinary heart failure readmissions reduction program, multidisciplinary endocarditis team, and a structural heart disease program.

**Research:** The department’s research program continued on a remarkably strong trajectory. Over $122.5 m in *new* grants were received by departmental faculty in AY 18, the highest figure in the department’s history! The number of new grants increased by 12% from 135 to 151. Over 225 different research faculty used the department’s research cores, including 9 from outside the institution. The department provided bridge funding to one faculty member, supplements to 7 new K grant awardees, supplements to 7 Training grant awardees, and pilot funds to 8 faculty through a competitive peer-review process.

The Evans Center for Interdisciplinary Biomedical Research (ECIBR) funded two new Affinity Research Collaboratives (ARCs), and three existing ARCs. Over the past five years, the ECIBR has funded ARCs that have led to 186 publications and 108 funded research grants! The department has been working with BU and BUSM to establish a new Center for Integrative Transdisciplinary Epidemiology. In addition, the department established a new single cell sequencing core as part of a medical data science initiative.

**Education:** The department’s residency and fellowship programs continue to attract outstanding candidates whose commitment to learning and to our patients is inspiring. The selectivity of the residency program continued to increase in AY 18 and the In-Training Examination scores for the PGY 1 class were the highest in the past 15 years. The Medical Student rotations in the department continue to receive very strong scores from the students but the student ratings of Med I on the Graduate Questionnaire have remained disappointingly low relative to national benchmarks. Interestingly, approximately 95% of the students rate the medical clerkship good or excellent upon completion of the clerkship. The leadership of the clerkship transitioned to Dr. Sonia Ananthakrishnan in AY 18. The three graduate programs in the department: Nutrition and Metabolism, Molecular and Translational Medicine, Biotechnologies, and Genetics had a total of 40 PhD students and 29 Masters students in AY 18.

**Faculty Development and Diversity**: The department’s Faculty Development and Diversity Program continued to offer a wide range of career development programs for faculty. The longitudinal programs targeted junior, mid-career, and under-represented minority faculty as well as the chief residents and a small group of faculty leaders. In addition, the FDD Program offered faculty development seminars (24), individual career consultations (140), faculty development grants (20), education pilot grants, and several networking dinners for distinct faculty groups.

**Finance:** The department’s financial performance was very strong in AY 18. Although the final figures are not yet available, the department is projected to have a positive operating margin and large positive variance to budget driven largely by favorable variances in clinical collections and research grant revenue.

The 2018 Academic Year was characterized by remarkable achievement and opportunity. As the Department faces the future, we are encouraged by our successes and also humbled by our challenges. We resolve to serve our community through discovery and clinical care that is responsive to our special patient population, create educational programs that are aligned with the current and future needs of the public and learners, engage faculty in departmental activities and initiatives, and promote fulfillment and recognition for faculty, trainees, and staff in each of our missions.

I feel privileged to work with such talented and committed individuals, and look forward to working with our faculty and institutional leaders to foster excellence in the department, Boston Medical Center, and Boston University School of Medicine.

Thank you for an outstanding year!

David L. Coleman, M.D.