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

Sponsored by Orian Shirihai, 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
1. 19 Instructors and AP’s
2. 1 AoP and 1 Prof
3. 4 Clinical prefix AP’s

**Promotions** - 13
1. 4 AP’s
2. 6 AoP’s and 3 Prof

Review of use of “Clinical” prefix for BMC and VA-based faculty underway
# New Hires AY 13

<table>
<thead>
<tr>
<th>Section</th>
<th>Faculty Member</th>
<th>Rank (anticipated)</th>
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</thead>
<tbody>
<tr>
<td>Clinical Epidemiology</td>
<td>Devyani Misra</td>
<td>Instructor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Patrick Fleming</td>
<td>Instructor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Janelle Baptiste</td>
<td>Instructor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Sarah Bagley</td>
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<tr>
<td>General Internal Medicine</td>
<td>Jaymin Patel</td>
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<tr>
<td>Geriatrics</td>
<td>Megan E Young</td>
<td>Asst Prof</td>
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<tr>
<td>Hem/Oc</td>
<td>Shayna Sarosiek</td>
<td>Instructor</td>
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<tr>
<td>Infectious Diseases</td>
<td>John Love</td>
<td>Instructor</td>
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<tr>
<td>Infectious Diseases</td>
<td>Jai Marathe</td>
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<tr>
<td>Infectious Diseases</td>
<td>Manish Sagar</td>
<td>Assoc Prof</td>
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<tr>
<td>Rheumatology</td>
<td>Romy deSouza</td>
<td>Instructor</td>
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<tr>
<td>General Internal Medicine</td>
<td>Sandra Urban-Lynch</td>
<td>Clinical Instr</td>
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<tr>
<td>General Internal Medicine</td>
<td>Dana Mars</td>
<td>Clinical Instr</td>
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<tr>
<td>Infectious Diseases</td>
<td>Rachel Simmons</td>
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<tr>
<td>General Internal Medicine</td>
<td>Lunze Karsten</td>
<td>Res Asst Prof</td>
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<td>General Internal Medicine</td>
<td>Jennifer McCarty</td>
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<td>General Internal Medicine</td>
<td>Fausto Ortiz</td>
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<tr>
<td>General Internal Medicine</td>
<td>Jayne Dorfman</td>
<td>Clinical Instr</td>
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<tr>
<td>General Internal Medicine</td>
<td>Christine Pace</td>
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<tr>
<td>Nephrology</td>
<td>Stanley Crittenden</td>
<td>Asst Prof</td>
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<tr>
<td>Hem/Oc</td>
<td>Negroiu Andreea</td>
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<tr>
<td>Nephrology</td>
<td>Ma Hong</td>
<td>Res Asst Prof</td>
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<tr>
<td>Cardiovascular Medicine</td>
<td>Jennifer Ho</td>
<td>Instructor</td>
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<tr>
<td>Hem/Oc</td>
<td>Rebecca Katz</td>
<td>Clinical Instr</td>
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<tr>
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<tr>
<td>Endocrinology</td>
<td>Yasuo Ido</td>
<td>Research Associate Professor</td>
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<td>Endocrinology</td>
<td>Amanda Powell</td>
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<td>Cardiology</td>
<td>Deborah Siwik</td>
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<tr>
<td>Cardiology</td>
<td>Fuzhong Qin</td>
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<tr>
<td>Clinical Epidemiology</td>
<td>Jingbo Niu</td>
<td>Research Associate Professor</td>
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<tr>
<td>Pulmonary</td>
<td>Darrell Kotton</td>
<td>Professor</td>
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<td>Nephrology</td>
<td>Weining Lu</td>
<td>Associate Professor</td>
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<td>Nephrology</td>
<td>Kei Yasuda</td>
<td>Assistant Professor</td>
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<td>Geriatrics</td>
<td>Tom Perls</td>
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<td>Jessie Gaeta</td>
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<td>Elaine Hylek</td>
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<tr>
<td>General Internal Medicine</td>
<td>Adam Rose</td>
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<tr>
<td>Genetics</td>
<td>Gyungah Jun</td>
<td>Assistant Professor</td>
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## 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>87</td>
<td>19 (21)</td>
<td>4 (4)</td>
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<tr>
<td>Associate Professor</td>
<td>76</td>
<td>27 (35)</td>
<td>2 (2)</td>
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<tr>
<td>Assistant Professor</td>
<td>161</td>
<td>81 (50)</td>
<td>11 (6)</td>
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<tr>
<td>Instructor</td>
<td>48</td>
<td>20 (41)</td>
<td>7 (14)</td>
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<tr>
<td><strong>Total for all Ranks</strong></td>
<td><strong>373</strong></td>
<td><strong>147 (39)</strong></td>
<td><strong>25 (6)</strong></td>
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Clinical Program
AY 2013
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.

Inpatient Mortality O/E Ratio Distribution
May 2012- April 2013

FY2010 BMC Performance
O/E Ratio: 1.44
FY10 Rank: 91/119

FY2011 BMC Performance
O/E Ratio: 1.01
FY11 Rank: 68/119

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

FY2013 Stretch (0.82)
FY2013 Goal (0.84)

BMC (25,725)
O/E Ratio: 0.77
Rank: 28/119 (24th Percentile)

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 (STEEEEP)
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
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*