

Boston University Medical Group Strategic Plan

Fiscal Year 2021



AY21 Strategic Plan Initiatives and Priority Outcomes

Boston University Medical Group Strategic Plan



Fiscal Year 2021 Performance

■ Achieved by 6/30/21
■ On track to be achieved by 6/30/21
■ Not achieved by 6/30/21

Status As Of	2021 Initiatives					
	Number			Percentage		
Growth and Value	0	5	0	0%	100%	0%
Management and Resources	0	14	0	0%	100%	0%
Equity, Vitality, and Inclusion	0	21	0	0%	100%	0%
Education and Research	0	9	0	0%	100%	0%
TOTAL	0	49	0	0%	100%	0%

2021 Priority Outcomes			
Metric	Goal	YTD	
1. 65% of practices meet BMC ambulatory access goals	65%		
2. 25% telehealth visits conducted with video for Jan-Jun 2021	25%		
3. Implement planned reports for revenue cycle & productivity	2/2		
4. 70% of total Epic referrals scheduled within 14 days of receipt	70%		
5. Diversity dashboard published on BUMG website	Y/N		
6. Implement mental health initiatives in collaboration with BMC	Y/N		
7. 5% increase in total grant awards BUSM + BMC	\$311.6M		
8. 75% residency programs with survey results \geq national mean	75%		
9. 100% 3rd year clerkships overall rating by students \geq national mean	100%		
10. 25% for students never experiencing public humiliation on graduating student survey	25%		



Growth and Value

Sustain growth, improve population health, enhance patient experience and reduce cost. Maximize value with a focus on quality and safety.

Strategy	AY21 Initiatives
Increase covered lives by growing primary care and specialist capacity	Measure and report primary care cFTE and covered lives by practice on a quarterly basis
Align physician compensation plans with high value models of care delivery	Implement a primary care compensation plan for Family Medicine and Pediatrics to start in AY22
Develop non-face-to-face models of care delivery	Achieve 25% of telehealth visits conducted with video for January-June 2021
	Identify and implement billing for 2 non-face-to-face services
Develop annual goals for cost reduction, patient experience and quality	Develop proposed goals for ambulatory quality measures based on risk contracts



Management and Resources

Optimize resources and improve operations for clinical care. Make it easy for all members of the community to fulfill our mission.

Strategy	AY21 Initiatives
Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data	Implement revised revenue cycle dashboard
	Implement Epic Physician Productivity Report
	Implement Epic Physician and Practice PAR Report
Collaborate on a plan to increase and optimize inpatient, ambulatory and administrative space	Work with BMC leadership to develop a plan for clinical and administrative space by 7/1/21
Work with BMC and BUSM to develop long-term IT strategies	Complete interviews with IT strategic planning consultants to identify physician group's IT needs and priorities
Enhance and implement decision support systems for laboratory and radiology ordering	Assess impact of radiology decision support
	Increase radiology orders evaluated for decision support in Epic by optimizing list of reasons for exams
	Though the IT Clinical Decision Support Committee, identify top priorities for improvement for AY/FY 21 & 22



Management and Resources

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Strategy	AY21 Initiatives
Improve the process and systems for managing incoming referrals	Improve efficiency and effectiveness of Epic referral system
Develop and implement leadership programs for chairs, section chiefs and other physician leaders	Design and implement version 2.0 of the medical director leadership program to begin in January 2021
	Conduct needs assessment for Chair professional development
Improve alignment with the BMC medical and dental staff (MDS) office and elected officials	Establish an annual meeting for MDS members
	Establish an MDS Clinicians Council
	Establish a quarterly meeting with MDS President/leadership, BMC CMO and BUMG CEO



Equity, Vitality, and Inclusion

Create and sustain an organizational culture that is supportive, equitable, diverse and inclusive—and restores joy to the practice of medicine.

Strategy	AY21 Initiatives
Establish guidelines for recruitment, retention and promotion of diverse candidates for faculty and leadership	Select the program for implicit bias and bystander training to be used in AY22.
	Complete and disseminate guidelines for equitable verbal and written communication.
	Pilot guidelines for selection of physicians to leadership positions in Pathology, Neurology and Family Medicine; distribute updated guidelines and implementation plan to all departments.
Initiatives at the institutional and work-unit levels to create equitable, professionally fulfilling, efficient and effective practice environments	Develop a vitality-focused leadership development program for chairs and section chiefs to be implemented in AY22.
Incorporate data about faculty well-being, equity and inclusion into institutional dashboards	Publish a dashboard that includes data on key metrics related to equity, vitality and inclusion.
	Administer PWAC survey in spring 2021; achieve < 46% burnout or > 38% professional fulfillment.
Develop programs and initiatives to enhance the fulfillment, success and sense of community among URGs	Create and disseminate guidelines for building a culture of racial equity.
	Using the racial equity guidelines, establish a workforce racial equity goal in each department and medicine section for AY22.



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Strategy	AY21 Initiatives
Implement collaborative programs and policies between BUMG, BMC and BUSM with dedicated resources	Implement programs for mental health services in collaboration with BMC and BU.
	Deliver recommendations to BMC and BUSM leadership for a holistic approach to employee wellness that coordinates initiatives across campus and promotes decision-making that incorporates physician and staff well-being.
	All physician leaders will complete BMC’s diversity and inclusion training program.
	Host or co-sponsor meetings on wellness, professional vitality, gender equity and racial equity that bring together content experts to foster peer mentoring and enhance alignment across the institutions.
	Complete at least 5 race and ethnicity focus groups; provide specific recommendations based on the findings to be implemented in AY22.
Create awareness of campus resources related to equity, vitality and inclusion	Develop a proposal for a communication platform, including website, resources and web management strategy to be implemented in AY22.
	Finalize and communicate an equity, vitality and inclusion shared language document for distribution campus-wide.
	Complete renovation and launch new common space.
	Convert annual Clinical Excellence Awards ceremony to virtual for winter 2021.



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Partner with BUSM to revise the criteria for advancement in academic rank	Finalize proposal for BUSM/BU regarding tracks, modified titles and promotion criteria for medical school faculty.
Assess compensation with respect to rewards and incentives, including productivity targets	Publish and distribute a report by department on compensation by gender during AY18-20.
Promote flexibility and work-life integration	Deliver recommendations with assigned owners for work flexibility, child/elder care, research and other faculty support related to COVID-19 associated work-life integration challenges; implement at least two initiatives.
	Implement a plan to improve support and resources for lactation breaks.



Education and Research

Enrich the environment for science, discovery and learning through continuous innovation. Create new models for teaching, training and care delivery.

Strategy	AY21 Initiatives
Incorporate annual goals for education and research into BUMG and BMC performance metrics	Establish and meet a research goal for FY21
	Establish and meet a resident education goal for FY21
	Establish and meet a medical student education goal for FY21
Enhance the understanding and engagement of BUMG and BMC Boards about the educational and research missions	Complete a presentation on research finance to BMC Finance Committee
Organize and communicate medical campus resources that support education and research	Publish BUMG webpage listings of medical campus and BU main campus resources that support education and research



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Strategy	AY21 Initiatives
Conduct and respond to a needs assessments from faculty regarding education and research	Distribute a report of needs assessment results and planned responses to faculty and leadership by March 2021
	Implement more accessible, affordable, high quality analytical and statistical support for BUMG researchers by June 2021
Develop alternative sources of funding for research	Clarify and communicate current rules on salary continuance for research faculty
Improve training programs for clinicians in their roles as educators	Design a faculty development program for clinicians as educators in response to the needs assessment survey for implementation in AY22