

Boston University Medical Group Strategic Plan

FISCAL YEAR 2022



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Fiscal Year 2022 Performance



Status	2022 Initiatives					
	Number			Percentage		
	Green	Yellow	Red	Green	Yellow	Red
Growth and Value	0	9	0	0%	100%	0%
Management and Resources	0	9	0	0%	100%	0%
Equity, Vitality, and Inclusion	0	17	0	0%	100%	0%
Education and Research	0	10	0	0%	100%	0%
TOTAL	0%	45	0%	0%	100%	0%

■ Achieved
■ On track to be achieved by 6/30/22
■ At risk to be achieved by 6/30/22

2022 Priority Outcomes		
Metric	Goal	YTD
1. 80% new ambulatory appointments booked in specialty- specific target days	80%	
2. Achieve 5 of 7 selected hospital and ACO quality measures	5 of 7	
3. Decrease work outside of work (“WOW”) by 10% in a pilot of a provider efficiency program in 2 Departments by end of AY22	10%	
4. 95% Epic referrals closed within 14 days	95%	
5. Achieve < 38% burnout or > 40% professional fulfillment	38%/40%	
6. Implement a plan to improve URG faculty recruitment and retention	Y/N	
7. Achieve 5% increase in total grant awards BUSM + BMC (baseline of 3 year rolling average)	\$303.9M	
8. 80% residency programs with ACGME survey results ≥ national mean	80%	
9. 28% of AY23 first-year residents identify at URiM	28%	
10. 4/7 3rd year core clerkships rated 95% “good to excellent” on BUSM evaluation of clerkship experience surveys	4 of 7	

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AY22 Initiatives



Growth and Value

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

Strategies	AY22 Initiatives
Increase covered lives by growing primary care and specialist capacity	Measure and report primary care cFTE capacity and covered lives by practice on quarterly basis
	Partner with BMC on a 3-5 year plan to grow clinical services
Align physician compensation plans with high value models of care delivery	Primary care capitation payment methodology in preparation for Medicaid waiver
	Implement a primary care compensation plan for Pediatrics
Develop non-face-to-face models of care delivery	Identify and implement billing for 2 non-face-to-face services
	Improve efficiency of telehealth services
Establish and achieve annual goals for cost reduction, patient experience and quality	Establish goals and track performance on key ambulatory quality measures
Formulate specialty referral guidelines and integrate into Epic	Implement referral guidelines in Epic in 2 practice areas
Work with BMC to develop affiliation and/or joint venture arrangements with other health systems	Establish new clinical collaboration with St. Elizabeth's/Steward in 2 clinical areas



Management and Resources

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

Strategies	AY22 Initiatives
Collaborate on a plan to increase and optimize inpatient, ambulatory and administrative space	Complete inpatient/OR space planning based upon growth initiatives
Work with BMC and BUSM to develop long-term IT strategies	Work with BMC to develop a plan for a clinical IT strategy
	Partner with IT on a pilot of a provider efficiency program in 2 Departments to decrease work outside of work (“WOW”)
Improve the process and systems for managing incoming referrals	Improve efficiency and effectiveness of managing Epic referrals
Develop and implement leadership programs for chairs, section chiefs and other physician leaders	Update, implement and evaluate Clinical Leadership Program for Medical Directors
	Finalize design, implement and evaluate Clinical Educators Leadership (CELP) Program
	Finalize design, implement and evaluate Academic Leadership Program (ALP) for Faculty Underrepresented in Medicine
	Revise, implement and evaluate Chair onboarding program
	Design, implement and evaluate a Chair professional development program



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.

Strategies	AY22 Initiatives
<p>Incorporate data about faculty well-being, equity, and inclusion into institutional/departmental dashboards</p>	<p>Publish a dashboard that includes data on key metrics related to equity, vitality, and inclusion.</p>
	<p>Measure usage and evaluate usefulness of BUMG dashboard; develop communication plan</p>
	<p>Design and implement equity, vitality and inclusion scorecard for departments/sections</p>
	<p>Administer PWAC survey in spring 2022; achieve < 38% burnout or > 40% professional fulfillment and recommend strategic priorities for improvement</p>
<p>Establish guidelines for recruitment, retention and promotion of diverse candidates for faculty and leadership</p>	<p>Complete and disseminate guidelines for equitable verbal and written communication</p>
	<p>Implement Review Based Guidelines for the Equitable Appointment of Leadership Roles with 5 new departments/sections</p>
<p>Develop programs and initiatives to enhance the fulfillment, success and sense of community among URGs</p>	<p>Partner with the BMCHS health equity initiative to plan a multi-year DEI training curriculum; beginning with implicit bias and/or bystander training</p>
	<p>Pilot Commitment to Operationalize Racial Equity with 3 department/sections to create action plan for racial equity goals</p>
	<p>Finalize proposal for URG recruitment and retention program to BMC, BUSM and BU</p>



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.

Strategies	AY22 Initiatives
Create awareness of campus resources related to equity, vitality and inclusion	Implement Glossary for Culture Transformation and Inclusive Language Practices across multiple platforms; evaluate impact
Implement collaborative programs and policies between BUMG, BMC and BUSM with dedicated resources	Disseminate EVI data, AY21 focus groups themes, discussion guide and action planning toolkit to senior leadership and faculty at department/section meetings
Initiatives at the institutional and work-unit levels to create equitable, professionally fulfilling, efficient, and effective practice environments	Propose a cross-institutional anonymous reporting system for mistreatment and micro-aggressions
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	Communication regarding BUMG compensation
Promote flexibility and work-life integration	Implement support and resources for lactation breaks and/or funding for 5th trimester
	Conduct needs assessment of faculty returning to work after parental leave and create faculty resource guide to assist in successfully managing the transition back to work
	Partner with BMCHS to implement flexible clinical work arrangements



Education and Research

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

Strategies	AY22 Initiatives
Incorporate annual goals for education and research into BUMG, BUSM and BMC performance metrics	Meet research goal(s): 1) 5% increase in total grant awards BUSM + BMC
	Meet research goal(s): 2) Increase new career development awardees by 5 (K or K-equivalent)
	Establish additional metrics to track research performance in AY23
	Meet resident education goal(s): 1) 80% residency programs with ACGME survey results \geq specialty-specific national mean
	Meet resident education goal(s): 2) 28% incoming first year residents for AY23 identify as URiM
	Meet medical student education goal(s): 1) 4/7 3rd year core clerkships rated “good to excellent” by 95% of 3rd year students
	Meet medical student education goal(s) 2) 75% of 3rd year students have never been publicly humiliated on annual learning environment survey
Organize and communicate medical campus resources that support education and research	Establish an annual update process to maintain list of Medical and Charles River campus education resources
Conduct and respond to a needs assessments from faculty regarding education and research	Host 3 seminars with BU Center for Teaching & Learning and/or SIM Centers on topics related to top clinical teaching needs
	Implement and assess the New Clinical Data Warehouse
	Engage in discussions with BMCHS on a Learning Health System
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	Develop and obtain approval for infrastructure support from BUSM and BMC on a proposal to implement a BUMG Education Evaluation Core in AY23