

Boston University Medical Group Strategic Plan

Year 2023



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Year 2023 Performance



Status	2023 Initiatives					
	Number			Percentage		
	Green	Yellow	Red	Green	Yellow	Red
Growth and Value	0	7	0	0%	100%	0%
Management and Resources	0	8	0	0%	100%	0%
Equity, Vitality, and Inclusion	0	12	0	0%	100%	0%
Education and Research	0	5	0	0%	100%	0%
TOTAL	0	32	0	0%	100%	0%

2023 Priority Outcomes			
Metric	Goal	YTD	
1. 55% of new ambulatory appts booked in specialty within 45 days	55%	TBD	Yellow
2. Achieve 5 of 7 selected hospital and ACO quality measures	5 of 7	TBD	Yellow
3. 95% Epic referrals closed within 14 days	95%	TBD	Yellow
4. Assess current ambulatory space utilization and determine capacity for growth	Y/N	TBD	Yellow
5. Publish a dashboard of key metrics related to equity, vitality and inclusion	Y/N	TBD	Yellow
6. Disseminate EVI data to all departments/sections; achieve 50% of AY23 goals	50%	TBD	Yellow
7. Achieve 3% increase in total grant awards BUSM + BMC (baseline of 3 year rolling average)	\$299.6M	TBD	Yellow
8. Achieve 7 new career development awards (K or equivalent)	7	TBD	Yellow
9. 30% of AY24 first-year residents identify at URiM	30%	TBD	Yellow
10. 4/7 3rd year core clerkships rated 95% "good to excellent" on BUSM evaluation of clerkship experience surveys	4 of 7	TBD	Yellow

■ Achieved
■ On track to be achieved by 6/30/23
■ At risk to be achieved by 6/30/23

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Initiatives



Growth and Value

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

Strategy	Initiative
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
	Identify new surgeons and start date in AY24 and/or 25
Develop non-face-to-face models of care delivery	Implement billing for complex care management and principal care management
Establish and achieve annual goals for cost reduction, patient experience and quality	Improve financial performance on risk contracts: <ol style="list-style-type: none"> 1. Risk contract analysis 2. Resources and investments 3. Risk coding and quality
	Implement requirements in PCP cap for all primary care practices to be tier-3
Formulate specialty referral guidelines and integrate into Epic	Implement Epic referral guidelines for common clinical problems (“pilot”)
Investigate feasibility of an off-campus, multi-specialty, outpatient clinical practice site	Complete a financial analysis of an offsite practice location



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	Initiative
Enhance systems for reporting of revenue cycle, financial, productivity, clinical and quality data	Reconciliation and financial analysis of PCP cap payments
Collaborate on a plan to increase and optimize inpatient, ambulatory and administrative space	Assess current ambulatory space utilization and determine capacity for growth
Work with BMC and BUSM to develop long-term IT strategies	Work with BMC to develop a plan for a clinical IT strategy
	Define responsibilities, scope and implement Epic MD leads in Medicine, Family Medicine, and Pediatrics
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 clinical faculty leaders	Evaluate effectiveness of faculty development programs
	Implement a Chair professional development program
Establish internal and/or external resources to improve department-focused ambulatory operations	Partner with BMC to create a role for an ambulatory physician lead



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	Initiative
Incorporate data about faculty well-being, equity and inclusion into institutional / departmental dashboards	Publish a dashboard of key metrics related to equity, vitality, and inclusion
	Disseminate EVI data to all departments/sections; achieve 50% of AY23 goals
	Develop a BUMG Anti-mistreatment policy
Establish guidelines for recruitment, retention and promotion of diverse candidates for faculty and leadership	Implement equitable appointment of leadership roles using RBG principles in 60% of departments/sections
Develop programs and initiatives to enhance the fulfillment, success and sense of community among URGs	Support and advise the BMCHS health equity team on a plan for rolling out LIFT training to all system employees in future years
	90% of departments/sections submit commitment to operationalize racial equity goals
	Coach 3 departments with a common racial equity goal to pilot collective implementation plan and milestone measurement
	Implement cross-institutional program to improve recruitment and retention of URG faculty
Create awareness of campus resources related to equity, vitality and inclusion	Host an event dedicated to showcasing our programmatic and scholarly work related to equity, vitality and inclusion
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
Partner with BUSM to revise the criteria for advancement in academic rank	Obtain approval from BU on the proposal regarding modified titles and promotion criteria for medical school faculty
Promote flexibility and work-life integration	Conduct a needs assessment of faculty returning to work after parental leave and create a faculty resource guide to assist in the transition back to work



Education and Research

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

Strategy	Initiative
Incorporate annual goals for education and research into BUMG, BUSM and BMC performance metrics	Establish and meet research goals for AY23: 1. Achieve 3% increase in total grant awards BUSM + BMC (baseline 3 year rolling avg) 2. Achieve 7 new career development awardees (K or equivalent)
	Establish and meet resident education goal(s) for AY23: 1. 90% of residency programs with ACGME survey results \geq the specialty-specific national mean 2. 30% incoming first year residents identifying as URiM
	Establish and meet medical student education goal(s) for AY23: 1. 4/7 3rd year core clerkships rated "good to excellent" by 95% of 3rd year students 2. Implement the same or similar closed loop process as is used by the BUSM Appropriate Treatment of Medical Students Committee to address mistreatment, humiliation and professionalism concerns brought to department leadership by the medical school
Conduct and respond to a needs assessments from faculty regarding education and research	Conduct 3 educational events on clinical teaching or education scholarship needs
Improve training programs for clinicians in their roles as educators	Revise Education Evaluation Core proposal and obtain funding support from BUSM, BMC and BUMG