

BMC Inpatient Medical Directors: Refining the Role, Defining Success

MFL 2021-2022



Our Team



Sandhya Rao, MD, Assistant Professor, Medical Director of Palliative Care, Internal Medicine

Christina LeBedis, MD, MS, Associate Professor, Vice Chair of Research, Radiology

Christopher Conley, MD, Clinical Associate Professor, Director of Pediatric Anesthesia

Chadi Tannoury, MD, Associate Professor, Medical Director of Orthopedic Ambulatory Clinic

Sara Stulac, MD, MPH, Associate Professor, Associate Ambulatory Medical Director, Pediatrics

What's a Medical Director, Anyway? (the \$3M question)

“Medical Directors are placed in the roles for a wide variety of reasons, but frequently are **frustrated** and **less effective** because **they do not understand their job** (roles, job description, reporting structure) and **how to be successful** (competencies, data, resources).”



Inpatient Medical Director (Abbreviated Job Description)

- Day to Day Operations
- GME Oversight
- Protocols/ Practice Guidelines
- Difficult Dispositions
- Facilitate Transitions of Care
- Recruitment & Orientation of Physicians, NPPs
- Review Discharges, Readmissions, LOS
- Quality Improvement

• 0.2 FTE



Importance to BUMC (R.O.I.)



Institution:

Meet Metrics +
Avoid Attrition Costs



Physicians:

Productivity +
Vitality



Patients:

“Exceptional” Care

Meetings with Sponsors

Ravin Davidoff, MD (Chief Medical Officer)

Chris Manasseh, MD (ACMO, *MFL alumnus)

Mary Beth Molloy, MBA (BMC Chief of Finance and Administration)



Data Collection

- What we ***knew***:
 - Inpatient MD job description
 - Surveys
 - ACMO
 - Clinical leadership program
- What we ***did***:
 - New Inpatient MD survey (P.O.W.)
 - Interviews of “bright spots” @ BMC and other hospitals

BMC Leadership and Medical Directors



<i>Pain Points</i>	<u>Inpatient</u> services \$3 million/year Missing key performance metrics Limited resources Department / institutional misalignment
<i>What's Working</i>	Interdisciplinary collaboration*
<i>Opportunities</i>	Role clarity and <u>refinement</u> Support Partnership with nursing, case management, social work

*in select cases

Successful Medical Directors

What they DO	Be present & accessible Partner w/ nursing leadership Engage in quality initiatives
What they DON'T DO	Academic/Curriculum Finance Scheduling

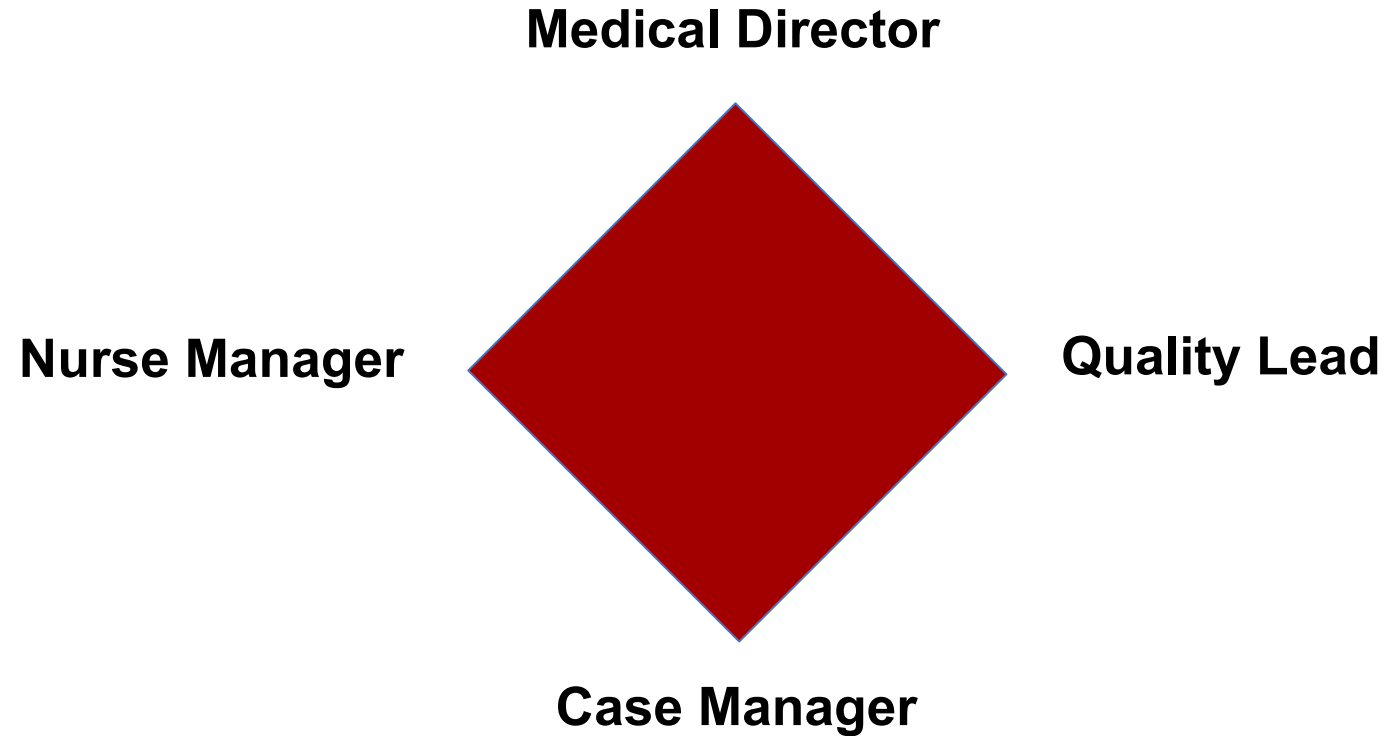
Limitations:

- Qualitative data
- Limited survey participation by BMC medical directors (~50%)
- Limited scope of interviews
- Successful strategies @ outside hospitals may not translate to BMC

Recommendations:

- Focus the medical director role
- Formal and frequent communication between CMOs, department chairs, and medical directors
- Faculty development course for incoming medical directors

Collaborative Leadership:



Sustainability

- Annual medical director and leadership feedback for ongoing improvement
- Publish guidelines for medical direction
- Future MFL project (cost analysis, implementation plan)



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