

MFL Project Executive Summary: Medical Director Role

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Significance:	BMC Medical Directors play a key role in ensuring patients receive excellent care, and the hospital meets important performance metrics. The hospital invests \$3 million yearly towards Medical Director endeavors. A number of medical directors, meanwhile, have expressed feeling overwhelmed and under-resourced in the role.
Innovation:	The Medical Director role is broad, variable across departments, and does not clearly prioritize top institutional missions. We recommended focusing the job description to better reach success for all stakeholders.
Process/Methods:	We reviewed existing job descriptions and survey data about the inpatient medical director role. We conducted a new survey of medical directors (what's working, pain points, opportunities), and we did in-depth interviews of exemplary medical director roles and structures, within BMC and inquired about successful practices at comparable outside institutions.
Results:	<p>Themes from gathered data include:</p> <p><i>Pain points:</i></p> <ul style="list-style-type: none"> -Hospital is missing key performance metrics (LOS, discharges before noon, readmission rate) -Volume of work and role responsibilities are beyond the time allotted. Current role includes administrative, educational, and other operational tasks -Priorities of Department chairs and BMC leadership, to whom the medical directors are accountable to, are not always aligned <p><i>What's working:</i></p> <ul style="list-style-type: none"> -Several examples of relationships and interdisciplinary collaboration working well in individual units. (e.g. Dr. Courtney Takahashi, Inpatient Medical Director of Neurology) <p><i>Opportunities:</i></p> <ul style="list-style-type: none"> -Role clarity and refinement -Key support roles by other team members -Partnership with nursing, case management, social work
Limitations:	Data is qualitative, survey participation was limited. Successful models at outside hospitals may not translate directly to BMC
Innovation/The Ask:	<p>Recommendations:</p> <ul style="list-style-type: none"> -Focus the medical director role -Formal and frequent communication between CMO, department chairs, and medical directors -Faculty development course available to all medical directors -Collaborative leadership, clearly defined
Sustainability:	<ul style="list-style-type: none"> -Inpatient medical director and leadership feedback for ongoing improvement -Create AMA guidelines for medical direction -Continue to use MFL as a resource
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