

The State of the Section

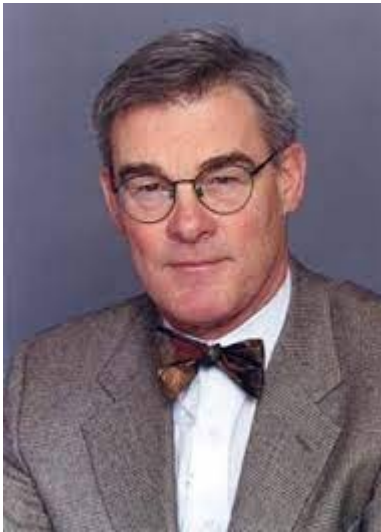
GENERAL INTERNAL MEDICINE

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SEPTEMBER 14, 2022

In Memoriam

- Experienced the loss of beloved faculty members-John Noble and Richard Saitz



THE STATE OF THE
SECTION IS

LARGE!

This Year's Presentation:

A TEAM EFFORT

What is the state of the
Section now?

IT DEPENDS ON WHO
YOU ASK!

Primary Care

THE STATE OF THE
SECTION IS

THRIVING!



Primary Care-Achievements

- All together in Crosstown!
- Created proactive scheduling system
- Seeing more patients + more patients in person
- Cleared screening mammogram backlog of 3,200 patients
- New discharge program = lower readmission rate
- Made improvements in Epic
- Selected NP Lead (congrats Jessica!)



Primary Care-Achievements

- Created RN driven Fit Kit process-67% return rate
- Developed PSA workflow
- Found way to smoothly transition panels
- New triage workflow = we send quality referrals!!



Achieved Magnet Distinction	Met ACO goals for Hypertension and A1c quality measures	Successful Joint Commission visit with 0 findings
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Primary Care Challenges

- Optimizing telehealth use
- Ongoing problems with on-call vendor
- Filling vacancies + higher vacancy rate than expected
- Meeting visit volume targets
- Sustainability of primary care careers
- Financial/reimbursement setbacks
- Leadership transitions

Primary Care Future Plans

- Exploring opportunities from new Medicaid waiver/ACO
- Improve collaboration with specialties
- Optimizing Epic
- Growing existing quality framework
- Expand urgent care offerings
- Utilization of technology
- Support PCP/NPA team panel management

Women's Health Group

THE STATE OF THE
SECTION IS

CONTINUOUSLY EVOLVING!

WHG Achievements

- \$2.3 million in new grants
- 1 AHA Career Development Award
- 35 publications
- 4 SGIM workshops
- Women's Health elective
- Mammography guidelines
- 4 weddings
- 1 baby boy, 1 baby girl, 1 on the way...

WHG Challenges

- Sunset Women's Health Network (DPH funding)
- Moving academic and clinical space
- Hybrid work
- Faculty/staff retention

Women's Health Group-Future Plans

- Redesign WHG clinical practice to enhance patient experience
- Update Mammography screening guidelines with an equity lens
- WH pre-ARC and plan for K12 BIRCWH applications
- Provide leadership for CTSI renewal application (CE Program)

Immigrant & Refugee Health Center

THE STATE OF THE
SECTION IS

WELCOMING!

Immigrant & Refugee Health Center Achievements

- Grew Case Management Team, added a CHW
- Served as site for emergent health needs for new Ukrainian-Haitian- Afghan refugees/parolees (among others!)
- Launched Patient Advisory Council
- Hosted Community Baby Shower for newly arrived immigrant moms
- IRHC Case Management Team Be Exceptional Award

Immigrant & Refugee Health Center

Challenges

- Partnering over safe housing options for new arrivals

Future Visions

- Launch of Immigrant & Refugee Health Primary Care Fellowship
- Increasing community engagement and CBO partnerships

Addiction Medicine

THE STATE OF THE
SECTION IS

INNOVATIVE!

Clinical Addiction Research & Education (CARE) Unit

- Celebrating 30th year!
- Clinical programs across the full range of SUD populations and challenges
- Enormous portfolio of research programs
- Educational programs and fellowships



www.bumc.bu.edu/careunit

Addiction Consult Service

Achievements

- Amazing team-teaches/supports trainees on services while caring for patients
- Theresa Rolley, CARC completed BMC PATHWAYS Leadership program



Baby Neimann

Challenges

- Still have 15% incomplete consult rate
- Retaining and growing team
- Faculty FTE and budget-only 2 fellows!

Future Plans

Expand harm reduction offerings -
continue as national model of care



Jermaine Thomas, NP
(newest team member)

Grayken Clinical Programs

Achievements

- In its 1st year, Rapid ACCESS Program served 450+ patients!
- Project ASSERT launched screening in ED using SBIRT and MI, while connecting referred patients to continuum of care



*Seen left to right: Recovery Coaches
William Green, Ursel Hughes, Robyn
Phillips, Hansel Lugo*

Grayken Clinical Programs

- Brockton site to open October 1st with 56 inpatient psych/dual-diagnosis beds and 26 CSS beds

Challenges

- Hiring Spanish-speaking staff with recovery/addiction treatment experience
- Billing and Epic challenges impeded growth of Rapid ACCESS



Roundhouse-Transitional Housing + Clinical Services

Challenges

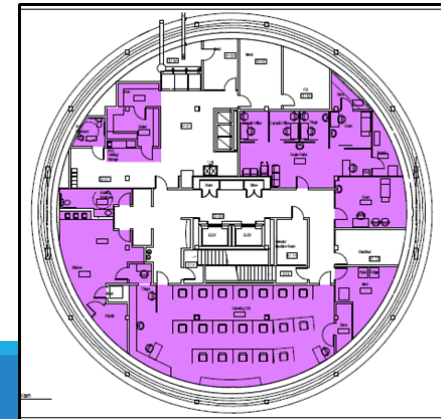
- Physical plant problems
- Erratic demand for clinical services
- Staffing challenges
- Uncertain funding streams
- Neighborhood opposition



Mayor Wu at the Roundhouse

Achievements

- Housed 60 people from encampments
- None returned to living unhoused; 11 in permanent housing
- 66.7% engaged with SUD treatment
- >3500 visits to acute addiction treatment services, average LOS 12 hours in stabilization center



Faster Paths-Achievements

- Expanded to 7-day services, saw 1,300 unique patients
- Honed first-in-nation outpatient 72-hour methadone protocol
- Core clinical site for addiction medicine + nursing fellows, 2nd continuity clinic for 2 PC + 2 FM residents, shadowers
- Supported Roundhouse launch (TCC in Faster Paths model)
- Implemented rapid HIV testing + distributed ~30K harm reduction supplies!

Faster Paths

Challenges

- Very small clinical space
- Not licensed as OTP
- Variable volume in walk-in model

Future Plans

- LARC
- US-guided phlebotomy



Office Based Addiction Treatment

THE STATE OF THE
SECTION IS

INCLUSIVE!

OBAT-Achievements

- Addiction RN competencies for all settings published
- Increased support/education to providers on alcohol use disorder
- Developed Naloxone distribution guide, expanded distribution of kits
- Paul Bowman Memorial Fund for Housing Support created
- Created 16 hours CME accredited addiction education for on demand viewing
- START Clinic
 - Positive outcomes
 - Engagement
 - Increased diversity of population served

OBAT-Challenges

- Housing insecurities
- Barriers to care
 - Pharmacy
 - Insurance
 - Correction and SNF issues
- Increasing substance use with changing drug supply
 - Increased poisonings + medical complications

OBAT

- Future Plans

- Support clinics across state with integration of START model to treat stimulant use with RFR
- Collaboration with Catalyst - educate school based health centers and expand treatment, education

- Aspirations

- SUD education to all schools, access to care on demand
- Emergency room treatment on demand
- Widespread harm reduction
- Expansion of AUD screening and treatment

Hospitalist Medicine Unit (HMU)

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SECTION IS

ROBUST!

Hospital Medicine Unit-Achievements

- Expanded the Hospitalist Service
 - Day teams: 5 → 6
 - Night teams: 2 → 3
 - APP staffing: 3 shifts/day → 4 shifts/day
 - FTE growth in past year:
 - Direct Care Hospitalist MD FTE from 17.56 → 22.3
 - APP Hospitalist FTE from 8.0 → 10.59

Hospital Medicine Unit-Achievements

- Created New Quality and Patient Safety Pathway
- Developed more robust Procedure Team Pathway
- Met challenge of the COVID Omicron Surge
 - Escalation and de-escalation of 2 additional Surge teams
- Optimized inpatient schedule → improved continuity of care
- Regionalized hospitalist teams onto Yawkey

HMU: Challenges and Opportunities

- Hospital Systems
 - Challenge of ED crowding
 - Regionalize additional Inpatient Teams
- Medical Education
 - Diversify teaching activities for Hospitalists
 - Expand learning opportunities for Hospitalists

HMU: Challenges and Opportunities

- Career Growth
 - Create more leadership opportunities for hospitalists
 - Increase faculty with skills in Point of Care Ultrasound (POCUS) and Procedures
 - Develop more collaborations within and without GIM
 - Support faculty pursuing publications
 - Encourage faculty promotions

HMU: Goals and Priorities

- Quality Improvement
 - Expand newly created Quality/Patient Safety Pathway
 - Refine target QI metrics for the HMU
- Improve transitions of care
 - Develop collaborations with Primary Care
 - Reduce readmissions
- Diversity and Equity
 - Integrate into the team culture and academic work

Palliative Care

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GROWING!

Palliative Care

Transitions

- Sandhya Rao stepping down as Director
- Henri Lee named Interim Director of Palliative Medicine Unit
- Search for new Palliative Care Director this fall
- Rachel Rome and Kelly Vitale joined in 2022

Palliative Care

Achievements

- Pilot program in ambulatory HemOnc clinic
- VIDEO-PCE initiative: Palliative Care Educators work with hospitalized patients providing support/education around Advanced Care Planning
- Engagement of residents, SGIM plenary presentation

Challenges

- Burn out
- Reimbursement challenges

Palliative Care

Future vision

- Development of full range of ambulatory services
- Continuity from inpatient to outpatient palliative care
- Focus on equity in access to palliative care for BMC patients
- Development of educational programs to increase palliative care skills in all BMC clinicians

Community Medicine Unit

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REBUILDING

Community Medicine Unit-20th Year Anniversary (2002-2022)

Unit Achievements

- Performed site visits with Medical Directors + needs assessment across network over 2022

CMU Blog site

- Supporting faculty bloggers (Geoff Modest, others?)
- Open invitation to others in section to leverage this resource.

Challenges

- Community-based internists struggling with the identical issues that hospital-based clinicians face
- Gaps are even more difficult to adapt to and to provide consistent services

Community Medicine Unit On the Horizon

- Annual Kathy Bennett Memorial Lecture in Community Medicine on November 2nd, 2022
- CMU Newsletter: Fall 2022 Edition due out in October-November
- Looking for ways to support Adult Primary Care Clinicians like yourself and your colleagues in the community!
- Looking for Hospital-Based Faculty interested in collaborating with NP colleagues in the community. Please contact Chris Shanahan if you would like to learn more.

Education-Students & Residents

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OPTIMISTIC!

Education-Students & Residents

- Deans, directors of courses and clerkships: 10+
- 10 members of the Academy of Medical Educators
- 5 leaders of the medicine residency program
- Preceptors for Doctoring 1 (10+), Medicine 2 (20+)
- Multiple clinical electives and special conferences: MS4 urgent care clinic, transgender health elective, HCV treatment clinic, and many others
- Other contributions - morning report, noon conference, CREX, academic half day and other didactics

Education-Students & Residents

Challenges of 2022

- Managing the transition from all virtual
 - Many conferences remain hybrid
 - Intern recruitment remains virtual
 - Creating educator community while navigating the hybrid environment
 - Many new faculty in last 2.5 years haven't met in person
- Faculty recruitment for student precepting and Ward Prep

Education-Students & Residents Successes

- Promotion of faculty educators
- Residents (mostly) full time in clinic
- National presentations at SGIM and AAIM
- Recruitment to GIM of our first med ed fellowship graduate

Education-Students & Residents

Vision for GIM

- Team of educators who effectively prepare/inspire learners to care for historically marginalized patients with compassion and humility
- Offer an environment where GIM educators feel valued and supported, with accessible opportunities for professional growth and fulfillment
- Stimulate and increase education innovation in multiple domains
 - SUD, SDOH, transgender health, complex care management, refugee health and post-incarceration health

Education-Students & Residents

Achieving the vision

- Encourage greater senior faculty collaboration with early career faculty on projects with education innovation potential
- Group coaching for early career educators as they seek to define and develop their professional roles
- Continue to advocate for educators' academic promotion
- Increase dissemination of innovations through workshops, posters and publications

GIM Fellowship Programs

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SECTION IS

RESILIENT!

GIM Fellowships

Core values

- Dedication to our medically underserved patients
- Innovation and collaboration across disciplines
- Developing the next generation of leaders in clinical care, research, education

Challenges

- Recruitment; sustainable funding
- Effective education and mentoring in a virtual/hybrid world
- Coordination with School of Public Health

GIM Research Fellowship

Achievements

- Publications on harm reduction, health IT, impact of incarceration, other areas
- Collaborative model across multiple departments

What's coming up

Work in Progress and Journal Club start up in September- looking for faculty involvement.

Future Plans

Being premier GIM fellowship for generalist leaders in education and research with special focus on marginalized populations served by safety net institutions.

Medical Education Fellowship

Achievements

- Purva Ranchal joined faculty with two selective educator roles; Associate Clerkship Director for Med 2 and AME member
- Rodolfo Villareal-Calderon partnered with Juhee McDougal to develop primary care acting internship, now in its second year!

Future Plans

New syllabus for fellowship based on ACGME competencies for Clinician Educators, including mentored teaching experiences and exposures to education administration

Addiction Medicine Fellowship

Achievements

- Publications and new grants; Research in Addiction Medicine Scholars (RAMS) program
- Providing high quality care in the midst of the pandemic and ongoing inequities.
- Innovating our clinical practice within new and existing programs (Roundhouse, Faster Paths, ACS) with attendings to meet evolving patient needs

Future Plans

- Fellowship graduates who are physician leaders in delivering high quality substance use care, training, research, public health, and advocacy to populations and places that have previously not had access

Preventive Medicine Residency

Achievements

- HRSA Maternal Health funding, integration with BMC health equity fellowship
- Fellow engagement with curriculum and scholarly projects

What's Coming Up

- Integrating community organizing training and liberation health in clinic curriculum and recruitment

Future Plans

- Continue to grow our integration with other cohorts that do health services research and health equity work in the hospital

Research

THE STATE OF THE
SECTION IS

BOOMING!

GIM research funding

- 30+ individual principal investigators
- ~\$58 million in research funding
 - ~\$24 million from Healing Communities
 - Additional research through VA, Framingham
- 7 current K awardees

GIM research program

- Wide range of innovative studies in SUD treatment in diverse settings
- Growing body of work in musculoskeletal diseases, women's health, cancer screening, disparities, transgender health, and others

GIM research challenges

- Highly competitive funding environment
- Fostering connection/collaboration with fewer in-person seminars and conferences
- Navigating administrative processes

GIM research goals/opportunities

- New Associate Chief for Research this fall
- Expansion of equity-focused research
- Expanding research team
- Creating central resources to support early-career researchers
- Increased collaboration with CHCs

And that's not all...

AY2022 MVP Award



SUSAN PHILLIPS

Reflections on 11 months

THE STATE OF THE
SECTION IS

KIND!

THE STATE OF THE
SECTION IS

GENEROUS!

THE STATE OF THE
SECTION IS

PASSIONATE!

THE STATE OF THE
SECTION IS

INSPIRING!

Our shared challenges

- Community and connection in the new work environment
- Committing to equity at multiple levels
- Addressing burnout and engagement for all our colleagues

Thank you for your attention
and interest.

QUESTIONS? COMMENTS?