Department of Medicine
Faculty Meeting

Tuesday, September 29, 2015

Announcements
AY 2015 Annual Review
Evans Memorial Department of Medicine Research Days

Thursday, October 15, 2015
Research Poster Session
9:00 – 12 Noon Hiebert Lounge

Thursday, October 15, 2015
Wilkins Visiting Professor Lecture
3:30 PM Keefer Auditorium
Jennifer Lippincott-Schwartz, Ph.D.
NIH Distinguished Investigator
Director, Section on Organelle Biology
Cell Biology and Metabolism Program,
NICHD, NIH

Friday, October 16, 2015
Ingelfinger Visiting Professor Lecture
12:00 Noon Keefer Auditorium
David Johnson, M.D.
Donald Seldin Professor and Chair
Department of Medicine
UT Southwestern, Dallas

Awards Dinner, Colonnade Hotel
Grand Rounds for October

October 2nd **Rob Lowe, M.D.**, Clinical Problem Solving Case

October 9th **Michael Emmett, M.D.**, Chief of Internal Medicine, Baylor University Medical Center, “Mind the Gap: An Approach to Acid-Base Disorders” Beldon Idelson Visiting Professor (Renal)

October 16th **David Johnson, M.D.**, Donald Seldin Professor and Chair, Department of Medicine, UT Southwestern, Ingelfinger Lecture (EVANS DAY)

October 23rd **Trey Coffey, M.D.**, Associate Director of the University of Toronto Centre for Quality Improvement and Patient Safety, Quality Safety & Patient Experience Week: “Introducing structured communication into the healthcare context: I-PASS and Beyond”

October 30th **Hanni Stoklosa, M.D., M.P.H.**, Instructor in Emergency Medicine, Brigham and Women’s Hospital, Topic TBA
Minority Faculty Leadership & Career Development Program

- 9-month leadership and career development program for URM faculty in DOM to develop the tools necessary to navigate a successful career in academic medicine, and to foster leadership skills that enable participants to positively affect change from where they stand

- Target Participants
  - URM faculty members in DOM on faculty for at least one year

- Time Commitment
  - Sixteen 90 minute sessions from October 2015 to June 2016
  - Experiential seminars and learning community sessions

- Contact Abigail Russo (arrusso@bu.edu) for more information
Faculty Development Seminars

• **How to Successfully Secure Foundation Funding**
  – Kirsten Hinsdale
  – Tuesday, September 29th from 5-6pm in Wilkins

• **Finance 101**
  – John Lindstedt
  – Tuesday, October 6th from 12-1pm in Wilkins

• **Finance 101**
  – John Lindstedt
  – Wednesday, October 14th from 7-8am in Wilkins
DOM Networking Dinners

• Under-Represented Minorities & Allies Dinner
  – Wednesday, October 28th, 2015
  – 6:30 - 8:30pm

• Women Faculty Dinner
  – Wednesday, January 27th, 2016
  – 6:30 - 8:30pm

• Enjoy good food and meaningful discussion with your DOM colleagues.
  – Emelia Benjamin’s home in Brookline
  – RSVP to Robina Bhasin at rbhasin@bu.edu
11th Annual Raphael Miara Patient Safety Symposium

“Using Big Data to Improve Quality of Care and Clinical Outcomes”

David Bates, MD, MSc
Senior Vice President and Chief Innovation Officer
Brigham and Women’s Hospital

Monday, Oct. 19, 2015
Noon-1 p.m.
BUSM Keefer Auditorium

All BMC & BUSM faculty, students and staff are invited to attend. This activity has been approved for AMA PRA Category 1 Credit™. BMC grants 1 nursing contact hour to nurses who complete this program. This program meets the criteria of the Massachusetts Board of Registration in Medicine for 1 hour of risk management study.
BMC Quality, Safety and Patient Experience Week

Monday, Oct. 19
• 11th Annual Raphael Miara Patient Safety Symposium
• Quality & Patient Safety Poster Ceremony & Reception

Tuesday, Oct. 20
• Clinical Analytics & Public Reporting: “Data Literacy & Nursing: Inpatient Falls and Falls with Injury“

Wednesday, Oct. 21
• Obstetrics & Gynecology: “Obstetrics and Gynecology Quarterly Quality Improvement Report"
• Chasing Zero Movie: An inspiring documentary for healthcare professionals
• Committee of Interns & Residents (CIR): “A Focus on Patient Satisfaction Improves Overall Quality of Care”

Thursday, Oct. 22
• Nurse Practice Council: "Driving a Culture of Safety Through the Development of Critical Thinking and the Implementation of an Early Warning System"
• Laboratory Medicine: "Improving Patient Care with Collection Manager“

Friday, Oct. 23
• Medicine Ground Rounds: "Introducing Structured Communication into the Healthcare Context: I-PASS and Beyond"
• Surgery: “Surgery Quality Improvement Initiatives Review”

Visit the BMC intranet for times, locations and a full list of events
Faculty Incentive Payments

- $550,000 will be distributed to eligible clinical faculty from DOM and Sections
- Amounts per faculty member are determined by Section Chief
- To be distributed in September paycheck (HemOnc and GIM in October)
Annual Review
2015 Academic Year
## Faculty Distribution by Rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Total</th>
<th>Women (%)</th>
<th>URM’s (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>79</td>
<td>18 (22)</td>
<td>2 (2)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>83</td>
<td>31 (37)</td>
<td>1 (1)</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>168</td>
<td>88 (52)</td>
<td>12 (7)</td>
</tr>
<tr>
<td>Instructor</td>
<td>95</td>
<td>66 (69)</td>
<td>12 (12)</td>
</tr>
<tr>
<td><strong>Total AY15</strong></td>
<td><strong>425</strong></td>
<td><strong>203 (47)</strong></td>
<td><strong>27 (6.3)</strong></td>
</tr>
<tr>
<td><strong>Total AY 14</strong></td>
<td><strong>417</strong></td>
<td><strong>176 (42)</strong></td>
<td><strong>29 (6.9)</strong></td>
</tr>
</tbody>
</table>
Distribution of Faculty Effort (FTE)

AY '11 | AY '12 | AY '13 | AY '14 | AY '15
---|---|---|---|---
Clinical | Research | Education | Admin

Legend:
- Clinical
- Research
- Education
- Admin
Appointments and Promotions

• New Hires - 30
• Promotions - 13
  - 8 Assistant Professors
  - 1 Research Associate Professors
  - 4 Associate Professors
# New Hires

<table>
<thead>
<tr>
<th>Section</th>
<th>Faculty Member</th>
<th>Rank (anticipated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiology</td>
<td>Omar Siddiqi, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>Cardiology</td>
<td>Gene Kwan, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>Marianne Rivard, NP</td>
<td>Instructor</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>Shirin Haddady, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Ke Wang, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Nyra Khetarpal, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>David Yuh, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Rebecca Mishuris, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Marc Larochelle, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Terrell Johnson, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Rachel Casas, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Phoebe Cushman, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Zoe Weinstein, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Thomas Gassert, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Darae Ko, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Ambili Ramachandran, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Mitchell Medow, M.D.</td>
<td>Assistant Professor</td>
</tr>
</tbody>
</table>
New Hires, cont’d

<table>
<thead>
<tr>
<th>Section</th>
<th>Faculty Member</th>
<th>Rank (anticipated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Internal Medicine</td>
<td>Ricardo Cruz, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Sarah Kimball, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Joanna DAffiliti, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Kaku-So Armah, Ph.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Geriatrics</td>
<td>Stacy Anderson, Ph.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Geriatrics</td>
<td>Marsha Guy, NP</td>
<td>Instructor</td>
</tr>
<tr>
<td>Hematology</td>
<td>Katherine Bever, MA</td>
<td>Instructor</td>
</tr>
<tr>
<td>Hematology</td>
<td>Cindy Varga, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Hematology</td>
<td>Amy Leung, Ph.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>Hematology</td>
<td>Frances Blevins, PA</td>
<td>Instructor</td>
</tr>
<tr>
<td>Hematology</td>
<td>Allison Rosenberg, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>Pulmonary</td>
<td>Hector Marquez, M.D.</td>
<td>Instructor</td>
</tr>
<tr>
<td>Vascular Biology</td>
<td>Jingyan Han, Ph.D.</td>
<td>Assistant Professor</td>
</tr>
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</table>
## Promotions

<table>
<thead>
<tr>
<th>Section</th>
<th>Faculty Member</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Epidemiology</td>
<td>Devyani Misra, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Cardiovascular Medicine</td>
<td>Fredrick Ruberg, M.D.</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>Jose Cacicedo, Ph.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>Mi Jeong Lee, Ph.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>Marc Leisa Roig, Ph.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Jesse Gaeta, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>General Internal Medicine</td>
<td>Amresh Hanchate, M.D.</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Hematology Oncology</td>
<td>Naomi Ko, M.D., M.P.H.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Infectious Disease</td>
<td>Paola Massari, Ph.D.</td>
<td>Research Associate Professor</td>
</tr>
<tr>
<td>Preventative Medicine</td>
<td>Devin Mann, M.D.</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Pulmonary</td>
<td>Lee Quinton Ph.D.</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Rheumatology</td>
<td>Maureen Dubreuil, M.D.</td>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Rheumatology</td>
<td>Romy Christmann de Souza, M.D.</td>
<td>Assistant Professor</td>
</tr>
</tbody>
</table>
Clinical Programs
Clinical Volume (# wRVUs)
Clinical Collections ‘$M
Reimbursement $ per wRVU
Clinical Highlights

• **Outpatient Epic implemented!**
  – Continue to provide significant input to inpatient and outpatient Epic optimization

• Compendium of Evidence-based/Consensus

• Criteria for Referral to Specialty Clinics completed and distributed to Boston HealthNet

• All sections met Meaningful Use

• Early morning discharge process implemented with increased number of discharges before noon (10.1% DOM)
  – Average discharge time remains later than goal (3.22pm DOM)

• First Clinical Excellence Award presented
Clinical Highlights

• **Hep C Treatment and Triage Program** implemented within GIM, GI and ID
  – first patient successfully treated for Hep C in GIM was cured two weeks

• **Integrated Behavioral Health Program** to 3 of 6 GIM Suites.
  – The program includes social workers for counseling and short course psychotherapy and psychiatry support from an on-site Psychiatrist.

• **Diabetes Care Management Program** embedded in GIM providing comprehensive diabetes education, medication management and care coordination for uncontrolled diabetes patients managed by PCP
Clinical Highlights

• Creation of Lung Cancer Screening program and Pulmonary Nodule Clinic
• Establishment of multidisciplinary Smoking Cessation Program
• Geriatrics participation in the Independence at Home Medicare Demonstration Project
• Development of clinical care protocols for Sickle Cell Disease and Heart Failure patients to decrease LOS and readmission rates
• Growth of multidisciplinary Sarcoidosis Program
Clinical Metrics - The Positives

- Primary care access for new patients >90%
- Patient experience (likelihood to recommend) above goal in Allergy, Cardiology, Hematology, Renal
- wRVU’s and clinical collections increased slightly
- Receipt lag decreased by 2 days
- Charge Denials decreased by 12%
- Days in Accounts Receivable decreased (>90 days 22%)
Clinical Metrics - The Negatives

- Ambulatory Visits decreased by 5.7% compared to budget
- Progress in improving access uneven across the department
- Patient experience remains a challenge
- Discharges decreased by 16% and ALOS increased by 8.2% to 5.57 days
- Payment per wRVU decreased
Ambulatory Measures
## Visit Volume (period ending July 31, 2015)

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Pulmonary</td>
<td>8,995</td>
<td>7.6%</td>
<td>9,681</td>
<td>9,430</td>
<td>3.2%</td>
</tr>
<tr>
<td>ID</td>
<td>18,864</td>
<td>0.1%</td>
<td>18,877</td>
<td>18,690</td>
<td>-0.1%</td>
</tr>
<tr>
<td>GIM</td>
<td>83,530</td>
<td>3.4%</td>
<td>86,331</td>
<td>88,637</td>
<td>-2.5%</td>
</tr>
<tr>
<td>Renal</td>
<td>6,271</td>
<td>2.8%</td>
<td>6,446</td>
<td>6,596</td>
<td>-2.5%</td>
</tr>
<tr>
<td>GI</td>
<td>10,735</td>
<td>0.9%</td>
<td>10,829</td>
<td>11,239</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Hem/Onc</td>
<td>22,201</td>
<td>0.3%</td>
<td>22,268</td>
<td>22,980</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Cardiology</td>
<td>19,883</td>
<td>-4.4%</td>
<td>19,011</td>
<td>20,657</td>
<td>-7.8%</td>
</tr>
<tr>
<td>Endocrine</td>
<td>33,880</td>
<td>-7.2%</td>
<td>31,447</td>
<td>35,136</td>
<td>-10.9%</td>
</tr>
<tr>
<td>Geriatrics</td>
<td>4,012</td>
<td>-6.2%</td>
<td>3,765</td>
<td>4,226</td>
<td>-11.7%</td>
</tr>
<tr>
<td>Rheumatology</td>
<td>11,371</td>
<td>-14.7%</td>
<td>9,703</td>
<td>11,831</td>
<td>-18.7%</td>
</tr>
<tr>
<td><strong>Total BMC</strong></td>
<td><strong>219,742</strong></td>
<td><strong>-0.6%</strong></td>
<td><strong>218,358</strong></td>
<td><strong>229,422</strong></td>
<td><strong>-5.7%</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>589,385</strong></td>
<td><strong>629,956</strong></td>
<td><strong>-6.5%</strong></td>
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## Ambulatory New Pt. Access (14 d)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>GIM</td>
<td>75%</td>
<td>91%</td>
<td>91%</td>
</tr>
<tr>
<td>Hem/Onc</td>
<td>63%</td>
<td>67%</td>
<td>79%</td>
</tr>
<tr>
<td>Geriatrics</td>
<td>79%</td>
<td>80%</td>
<td>74%</td>
</tr>
<tr>
<td>ID</td>
<td>65%</td>
<td>49%</td>
<td>66%</td>
</tr>
<tr>
<td>Renal</td>
<td>56%</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>Cardiology</td>
<td>73%</td>
<td>73%</td>
<td>58%</td>
</tr>
<tr>
<td>Endocrine</td>
<td>41%</td>
<td>34%</td>
<td>40%</td>
</tr>
<tr>
<td>Pulmonary</td>
<td>15%</td>
<td>25%</td>
<td>38%</td>
</tr>
<tr>
<td>Rheumatology</td>
<td>69%</td>
<td>77%</td>
<td>21%</td>
</tr>
<tr>
<td>GI</td>
<td>63%</td>
<td>51%</td>
<td>20%</td>
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## Patient Experience (likelihood to recommend)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>75%</td>
<td>78%</td>
<td>78%</td>
</tr>
<tr>
<td>Cardiology</td>
<td>81%</td>
<td>81%</td>
<td>82%</td>
</tr>
<tr>
<td>Renal</td>
<td>78%</td>
<td>77%</td>
<td>80%</td>
</tr>
<tr>
<td>Hem/Onc</td>
<td>85%</td>
<td>84%</td>
<td>Heme (81%); Onc (76%)</td>
</tr>
<tr>
<td>Pulmonary</td>
<td>77%</td>
<td>83%</td>
<td>74% (pulm); 78% (allergy)</td>
</tr>
<tr>
<td>Rheumatology</td>
<td>75%</td>
<td>84%</td>
<td>75%</td>
</tr>
<tr>
<td>Endocrine</td>
<td>69%</td>
<td>74%</td>
<td>70%</td>
</tr>
<tr>
<td>Geriatrics</td>
<td>70%</td>
<td>78%</td>
<td>69%</td>
</tr>
<tr>
<td>ID</td>
<td>68%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>GI</td>
<td>72%</td>
<td>80%</td>
<td>68%</td>
</tr>
<tr>
<td>GIM</td>
<td>67%</td>
<td>68%</td>
<td>65%</td>
</tr>
</tbody>
</table>
Inpatient Measures
DOM Inpatient Discharges
DOM Average Length of Stay

AY2015
AY2014
AY2013
AY2012
Quality Performance
Quality Highlights

• Continue to perform well on overall mortality for medical patients

• BMC readmission rate meeting QUEST goal, UHC 45th percentile (YTD 11.17%)

• QI/PS trainee pathway growing in popularity

• PGY2 QI curriculum - increasingly meaningful projects

• ACGME Clinical Learning Environment Review visit conducted

• Making progress in teaching QI and Patient Safety to trainees

  Launched an initiative in which 3rd year clerkship students conduct discharge education with patients

• GI section successfully led BMC Choosing Wisely DSTI project

• IPASS handoff bundle began implementation on MP3, MP4
BMC observed to expected mortality ratio meeting goal (0.85)
Observed mortality for medical patients below expected
BMC 3rd Annual Quality, Safety and Patient Experience Week, October 19-23

• Poster Reception Monday, October 19th, 1-3:00pm

• DOM Grand Rounds Friday, October 23rd
  – “Introducing Structured Communication into the Healthcare Context: I-PASS and Beyond”
  – Trey Coffey, MD, Associate Director of the University of Toronto Centre for Quality Improvement and Patient Safety

• Details to follow on other events
Clinical and Quality Goals for AY16

• Target initiatives to improve physician and staff satisfaction in the Ambulatory setting
• Continue to work with eMERGE team on improving efficiency and effectiveness of EMR
• Fully implement Evidence-based /Consensus Criteria for Referral to Specialty Clinics to integrate primary and subspecialty care
• Target initiatives to increase outpatient visit volume and improve new patient access
• Develop IBD Center
• Fully implement Sickle Cell Disease and Heart Failure clinical care protocols
• Establish Transcatheter Aortic Valve Replacement Program
• Continue to develop initiatives to improve discharge time
Clinical and Quality Goals for AY16, con’t

• Select and achieve improvement in an evidence-based (guideline-recommended) section specific clinical care metric

• Target specific inpatient and outpatient aspects of patient experience, particularly around patient education

• Maintain 25th percentile UHC performance in observed/expected mortality

• Implement I-PASS handoff bundle across all Medicine inpatient teams, with the goal of improving patient safety at transitions of care

• Work with BMC to meet the publically reported preventable harm index goal (with specific work in CAUTI, CLABSI, C diff, and DVT prophylaxis)
Research Programs
New Research Awards
(excludes VA, NEIDL, and RWMC)
ECIBR Research

About 180 Faculty Members, and over 100 core participants

- 80 from Department of Medicine
- 28 from basic science departments
- 12 from dental school, 9 from School of Public Health and 27 from Charles River Campus of BU
- 25 collaborators from outside BU

65 funded grants and one PPG (out of 118 applications)

289 co-PI interdisciplinary publications (Fall 2009-Early 2015)
Evans Center for Interdisciplinary Biomedical Research (ECIBR)
Ongoing Affinity Research Collaboratives

ETIOLOGY AND PATHOGENESIS OF ORAL CANCER (EPOC) Drs. Maria Kukuruzinsa, Avrum Spira and Maria Trojanowska

COMPUTATIONAL GENOMIC MODELS OF ENVIRONMENTAL & CHEMICAL CARCINOGENICITY Drs. Stefano Monti and David Sherr

METABOLIC DISEASES AND INSULIN RESISTANCE: STUDIES IN PATIENTS UNDERGOING BARIATRIC SURGERY Drs. Neil Ruderman, Caroline Apovian, and Konstantin Kandror
New Pre-ARCs and Initiatives
(please inquire with us about joining in)

Precision Medicine in the context of Neurodegenerative Disease (Evans Center and CTSI; Dr. Lindsay Farrer and other faculty)

Combinatorial drug design (Drs. Michael Sherman, Stefano Monti and David Waxman)

Pre-ARC in Discussion: Inflammation beyond cytokines (Jay Mizgerd)
ECIBR Goals, AY16

- Create research initiatives and Metrics at university level within a new BU Interdisciplinary Biomedical Research Office (BU IBRO)
- Develop cross-campuses thematic seminars and workshops
- Develop cross-campuses yearly Research Retreat
- Create a New Reach Out to the Community Yearly BU IBRO Lectureship
- For educational goals see the graduate program
Impact Factor of Co-authored papers

Metrics: Example of Incyte Analysis of ARC Scholarship
ARC: Molecular, Biomechanical, and Genetic Mechanisms of Arterial Stiffness
(R. Cohen, K. Morgan, F. Seta)

Co-authorships with investigators at other US Academic Institutions
Research Activities, AY15

- Number of faculty using the Cores was 124
- High Throughput Screening Core closed 6/30/14
- Bridge Funding Awards: 4 faculty
- Pilot Funds: 17 Awards
- K Supplement Awards: 5 Awards
- Greater than 95 Awards: 20 Awards
- Training Grant Supplemental Award: 14 Awards
Research Programs Goals, AY16

• Develop plan for approaches to the current funding environment through the “Researchers Future Committee”

• Open up Center for Metabolic Research at 650 Albany Street (eighth floor) during the next year

• Implement a new “Center for “Translational Epidemiology and Comparative Effectiveness Research”

• Implement a new “Center for Implementation and Improvement Science”

• In collaboration with CTSI initiate a “Clinical/Basic Collaborative Initiative”
AY16 Research Goals, cont’d

• Continue support for Researchers through the “First Step Program:” evaluation of application Specific Aims page

• Complete consolidation of Core Management under Thomas Balon

• Work with BU and BMC to facilitate investments in research programs
Education Programs
Residency Program Education Activities, AY15

• Recruited first two interns for the HRSA funded 4-year, combined IM/Preventive Medicine residency program (Berz, Liebschutz)

• Intraining Exam Results for three PGY classes ranged from 78th to 87th percentile

• Selectivity of Residency Program Increased by 23% over three years (#ranked to fill match list)
In-Training Examination Results (AY 2008-2014)
## BU Applicant History

<table>
<thead>
<tr>
<th>Year</th>
<th>Total # of BU Applicants</th>
<th># Matched</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>59</td>
<td>15</td>
<td>12 Categorical; 1 Primary Care; 2 Prelim</td>
</tr>
<tr>
<td>2012</td>
<td>61</td>
<td>3</td>
<td>3 Categorical;</td>
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<tr>
<td>2013</td>
<td>65</td>
<td>6</td>
<td>4 Categorical; 1 Primary Care; 1 Prelim</td>
</tr>
<tr>
<td>2014</td>
<td>71</td>
<td>11</td>
<td>8 Categorical; 1 Primary Care; 2 Prelim</td>
</tr>
<tr>
<td>2015</td>
<td>61</td>
<td>8</td>
<td>6 Categorical; 1 Primary Care; 1 Preventive Med</td>
</tr>
<tr>
<td>2016</td>
<td>67</td>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>

![BU Applicant History Graph](chart.png)
Residency Program

Education Goals, AY16

- **Develop** and pilot novel rounding strategies to streamline work rounds and improve bedside education
- **Facilitate** resident participation in scholarly activities
- **Improve** the quality of didactic conferences
- **Increase** resident involvement in operational aspects of the program
- **Increase** diversity of trainees
Student Education, AY15

Evaluations from Office of Medical Education at BUSM

– 95% of students rate the quality of the Medicine 1 Clerkship educational experience as good or excellent

– 85-89% of students agree or strongly agree that they received sufficient observation of their performance of the history and physical exam respectively

– 82% of students agreed or strongly agreed that they received sufficient feedback

– This is solid but indicates room for improvement.
From AAMC Graduate Questionnaire:

- Slippage in Med I evaluation over past few years and below national median for:
  - Quality of educational experiences
  - Effectiveness of teaching provided by residents and faculty

We are working to better understand and address this trend—findings are at variance with the student responses at the end of Med I rotation.
Student Education Goals, AY16

• Studying implementation of student Entrustable Professional Activities (EPA’s)

• Implement strategies to improve Med I clerkship experience

• Improve integration of Physician Assistant students into the clerkship.

• Working to expand/integrate quality sites to teach medical students
  – Started the Clerkship in the Kaiser Permanente Health System in San Jose, California

• Exploring the idea of providing a "Boot camp” to better prepare for 4th year medical students for IM internship.
DOM Graduate Programs

• Nutrition and Metabolism
  – 15 Masters students
  – 14 PhD students

• Molecular Translational Medicine
  – 38 PhD students (12 MD/PhD, 26 PhD students)

• Genetics
  – 11 PhD students

• New MS in Biomedical Research Technologies start in 2016 (K. Ravid)
Faculty Development and Diversity Programs
Faculty Development and Diversity Activities, AY15

Academy for Faculty Advancement (AFA)
- Completion of 4th year of BUMC longitudinal early career faculty development program

Academy for Collaborative Innovation & Transformation (ACIT)
- Development, implementation & evaluation of BUMC mid-career faculty development program

Grant writing workshop
- 5 months, 8 sessions, 15 DOM investigators
Faculty Development and Diversity Activities, AY15

Faculty development seminars
  15 – education, research, quality, career development

Career consults
  ~40 CV reviews and career consultations

Faculty development grants
  23 faculty for career development training

Education pilot grants
  To 4 faculty members to enhance medical education

Networking dinners
  Educators, investigators, women (2), minority (2), early career
Faculty Development and Diversity Goals, AY16

- Diversity
  - Build community & support the careers of diverse faculty
  - Conduct 3 day workshop on unconscious bias & advancing diversity
  - Sponsor Task Force to design a Women’s Leadership Program
- Critically revise all faculty development programs
- Second iteration of the Mid-Career Faculty Leadership Program
- Increase participation of DOM faculty in FDD programs
Finance and Research Administration
Operating Income/(Loss) (Thousands)
Finance Activities, AY15

• Partnered with Section Leadership to improve AY15 Operating Income; $3.2M better than budget
• Revenue Cycle Metrics:

<table>
<thead>
<tr>
<th>Metrics</th>
<th>AY15 Goals</th>
<th>AY15 Actual</th>
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</thead>
<tbody>
<tr>
<td>% AR &gt; 90 days</td>
<td>22%</td>
<td>Achieved: 22%</td>
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<tr>
<td>$ per wRVU</td>
<td>$51.00</td>
<td>Achieved: $51.05</td>
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<td>Reduce Receipt lag by</td>
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<td>Achieved: 25%</td>
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<tr>
<td>Reduce 1st time denials by</td>
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<td>Achieved: 12%</td>
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<tr>
<td>Increase copay collection as a % of</td>
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<td>Did not achieve: decrease by</td>
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<tr>
<td>charges from prior year by</td>
<td></td>
<td>0.03%</td>
</tr>
</tbody>
</table>

Workgroup in place. Tools to be implemented in AY16--Passport.
Finance Goals, AY16

Revenue Cycle

- Billing Vendor Assessment
- ICD-10 Implementation

Finance

- Team up with Sections to meet or exceed AY16 Operating Budget

<table>
<thead>
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<th>AY16 Goals</th>
</tr>
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<tbody>
<tr>
<td>% AR &gt; 90 days</td>
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</tr>
<tr>
<td>$ per wRVU</td>
<td>$51.00</td>
</tr>
<tr>
<td>Charge lag</td>
<td>10 days</td>
</tr>
<tr>
<td>First time denials</td>
<td>5%</td>
</tr>
<tr>
<td>Copay collection</td>
<td>80%</td>
</tr>
</tbody>
</table>

- Improve Financial Reporting
  - Enhance data analysis
  - Provide Lawson training
  - Automate reporting
Research Administration Activities, AY15

• **DOM Grant Administration**
  – Implemented new standard Shadow budget that includes a consolidated Grant report for all BU and BMC grants
  – Developed a comprehensive Training manual including an onboarding checklist and a training assessment checklist
  – Developed standard Grant Managers job responsibilities
  – Held quarterly Grant Manager meeting to provide training, updates, and networking opportunities

• **Section Grant Intervention**
  – Assisted 4 sections in resolving complicated grant deficits
  – Worked with 5 sections to resolve pre/post award challenges with BU/BMC central offices
Research Administration Activities, AY15, cont’d

• Section Staffing for Grant Administration
  – Onboarded and trained 5 grant managers
  – Filled the Interim Section Administrator Role for Biomedical Genetics and Vascular Biology

• DOM Research Operations
  – Supported Core operations by producing regular reports for Directors, streamlining invoicing for service centers, budgeting, etc.
  – Assisted Endocrinology in setting up a section sponsored Core
  – Created a standard operating procedure & tool to assist faculty with reimbursement requests
Research Administration Goals, AY16

• DOM Grant Administration
  – Streamline the management of clinical trial grants and T32 grants
  – Work with BU/BMC to administratively close out old accounts that are spent & that have ended
  – Continue to manage and minimize the department’s grant deficits
  – Update and improve current shadow budget to ensure PI and grant management needs are being met

• Section Grant Intervention
  – Develop grant management performance metrics
  – Meet with section ADs & Grant Managers quarterly to review reports and discuss challenges and successes
Research Administration Goals, AY16, cont’d

• Section Staffing for Grant Administration
  – Serve as Interim Grant manager for sections with vacancies
  – Onboard & train new grant managers and Administrators who work with grants

• DOM Research Operations
  – Assess and implement how best to manage Cores, service centers, and potential new Cores
  – Collaborate with HR & Purchasing to develop better communication
Central Administration, AY15

• **New leadership and promotions**
  – Director, Revenue Cycle: Susan Stanfield
  – Senior Budget Analyst: Dennis Chow
  – Senior Accountant: Rebecca Carss
  – ID Section Administrator: Colleen Grenier
  – GI Section Administrator: Karman Lee
  – HemOnc Section Administrator: Raquel McDonald (Interim)

• Continued DOM Administration Grand Rounds for training and development

• Centralized faculty visa, appointments and promotions

• Reorganized technical coding and professional billing teams

• Created DOM Administrator Award and DOM Administrative Professional Development Grant
Central Administration Goals
AY16

• Execute DOM Strategic Plan to create bi-directional communication within the department and with the institutional affiliates

• Develop Section Administrator Incentive Plan
DOM Strategic Plan
2016-2020

Focus on five themes: *Excellence, Empowerment and Ownership of Faculty, Health Equity, Innovation, and Communication*

Goals:

– Serve our community through discovery and clinical care that is responsive to our special patient population
– Create educational programs that are aligned with the current and future needs of the public and learners
– Engage faculty in departmental activities and initiatives
– Promote fulfillment and recognition for faculty, trainees and staff in all of our missions
Summary

- **Positives**: continued dramatic increase in research funding, improved financial performance, solid clinical volume metrics, selectivity of residency program, performance of residents, new strategic plan for the DOM, faculty development programs, ECIBR

- **Negatives**: Publicly reported Quality and Patient Satisfaction measure, Med I student evaluations on the Graduate Questionnaire, Stressful clinical practice environment, availability of research funding