

Leadership Team Meeting
January 10, 2014 * 8-9:30am * Family Medicine Conference Room (A3-179)
Meeting Summary

Present: Bob Baldor, Katharine Barnard, Sandy Blount, Alan Chuman, Frank Domino, Steve Earls, Warren Ferguson, Dave Gilchrist, Beth Koester, Dan Lasser, Jim Ledwith, Melissa McLaughlin, Herb Stevenson

Excused: Greg Culley, Joe DiFranza, David Polakoff, Stacy Potts and Linda Weinreb

Announcements

- We welcomed two new members to the Leadership Team:
 - Katharine Barnard, Medical Director at Plumley Village Health Services.
 - Nic Apostoleris, newly appointed Interim Division Director for Fitchburg Family Medicine
- Dan reminded the group of the addition of Stacy Potts and David Gilchrist to the Senior Leadership Team, and he reviewed the charges for each of these groups.
- Fitchburg update: The HealthAlliance Hospital Board has indicated their desire to establish a new clinical site for the Fitchburg residency to assure its continued operation after June 30. Planning between the Department and the leadership at HealthAlliance is ongoing, and there will be a special meeting of the Board next week to discuss the issue further.
- Sherrilyn Sethi, M.MH, D.MH has joined the faculty as the Assistant Director of Curriculum Development and Evaluation in the Worcester Family Medicine residency. She received her doctorate degree in medical humanities with a focus on medical education from Drew University in 2012 following a Masters in Medical Humanities at Drew University and a BA in Literary Journalism from the University of California Irvine in 2005.
- Ellen Endter has joined the Department as Project Manager for two Centers – the Center for Integrated Primary Care and the Clinical Faculty Development Center. She previously worked at the Tufts Cummings School of Veterinary Medicine, where she managed a five year, \$30 million cooperative agreement with USAID, focused on a program to address emerging pandemic threats.
- Dan noted that with the launching of the PCPR project, which will begin to generate revenue through a primary care capitation rate, we will need to think about how we should revise the comp plan, which is currently based on RVU generation

Budget update

Alan presented data indicating that the year-to-date clinical volume is running 8% behind budget, with some sites even more below budget than others

- Warren asked if future reports could include comparisons to the previous year
- Dan asked if future reports could include data from Fitchburg
- Herb noted that it would be helpful to know the number of patient slots filled at each site which make up these totals

Discussion: A3: Changing Roles and Models for Health Center Employment

Dan reminded the Team that two priorities for the Department's for 2014 are to find ways to make practices work better, and to create an environment where everyone to come to work every day asking "how can I make things work better?" Where appropriate, we are using LEAN techniques as a vehicle for improvement, and he is asking leaders to model the use of the A3 process.

Bob Baldor then took the group through an early A3 devoted to changing faculty roles within the health centers. Much of the discussion focused on the development of an A3, including identification of the team working on this A3 (i.e. Leadership Team), the problem statement, project scope, background/current conditions, root cause analysis and goals/objectives. Additionally, he presented the PDSA (Plan, Do, Study, Act) cycle for the project which covers countermeasures, implementation, results/conclusion and follow-up actions.

The team provided feedback and the A3 was revised during the meeting. The faculty will have a chance to review its progress at the Spring Faculty retreat during a 'gallery walk' which will provide an opportunity to see and hear about all the A3s that are ongoing within the Department.