

**Leadership Team
Meeting Summary
March 7, 2014 * 8-9:30am * One Biotech, 3rd Floor**

Attendees: Nic Apostoleris, Bob Baldor, Katharine Barnard, Sandy Blount, Alan Chuman, Joe DiFranza, Dennis Dimitri, Steve Earls, Warren Ferguson, Dave Gilchrist, Beth Koester, Dan Lasser, Melissa McLaughlin, Stacy Potts, Linda Weinreb (by phone), and Nick Comeau (CITC)

Excused: Greg Culley, Frank Domino, David Polakoff, Herb Stevenson

Agenda/Notes

Using a Visual Management System: The Leadership Team met in Eric Dickson's CEO Strategy Conference room at One Biotech to review a visual management system. Dan and Nick led the group through the room, which includes:

- a) Clinical System's True North: "The Best Place to Give Care, The Best Place to Get Care"
- b) UMass Memorial's mission and vision statements,
- c) UMass Memorial's strategic plan, w/priorities currently and for future,
- d) System Metrics
- e) Senior Management Team's in progress A3s (Name of owner, the A3 document, key metrics to judge progress and timeline; wall answers Who, When and What)
- f) Idea System (includes idea cards and weekly huddles)

Announcements:

- 1) **Fitchburg:** HealthAlliance will be leasing space from Community Health Connections for a new facility-based residency practice. Under the leadership of Nic Apostoleris, the new practice will be up and going by July 1. Inpatient care will be transferred to the hospitalist unit, and discussions are underway regarding the best educational model for maternity care.
- 2) **Budget:** Figures from the Group Practice that were just released indicate that through February, the Department has tripped a variance trigger by being over \$100,000 behind budget. Volume is behind budget at all sites, ranging from 5-22%. Dan and Alan will be coming back to the Leadership Team with plans to address the problem
- 3) **Faculty Retreat/Leadership Team Retreat, 4/11-12/14:** Dan encouraged the Leadership Team to RSVP to Heather-Lyn Haley.
 - a) The LT will meet in the morning from 9a-12p with an agenda devoted to Department Metrics with a particular focus on Education. We will look at what the data shows, determine if we are measuring the right things and consider any challenges for next year. Invitations will also be extended additional faculty who have responsibility for programs.
 - b) Gallery Walk: The faculty retreat will highlight the A3s which are ongoing within the Department
- 4) **Dept. Business Meeting on Tuesday, March 11th:** The agenda will include a brief review of LEAN projects that are underway, a presentation by David Fairchild (SVP for Clinical Integration) focused

on HCC Coding, Dual eligible projects, and ACO development, and a discussion of the budget.

LEAN projects:

- 1) Dan shared his list of Must Do-Can't Fail projects for the year:
 - a) Fitchburg practice and residency transformation
 - b) Change the Organization's Climate through the introduction of LEAN
 - c) Improve practices, and
 - d) Implement first steps at payment reform

- 2) Members of the SLT reported on the status of ongoing A3s with the Department focused on "making the practices work better." The titles of the ongoing A3s and the owner of each included:
 - a) Working Effectively in Family Medicine – Dan Lasser
 - b) Defining Faculty Roles – Bob Baldor
 - c) Attaining Phone Service Level Excellence in Family Medicine – Dave Gilchrist
 - d) Increasing Scholarship/Dissemination of Practice Innovations – Linda Weinreb
 - e) Idea System Utilization and Sustainability in Family Medicine – Melissa McLaughlin
 - f) Feedback for Change – Alan Chuman
 - g) Improving Measures of Quality of Care – Dennis Dimitri
 - h) Resident Scheduling for Continuity of Care – Stacy Potts

CME Policy:

The Team reviewed the drafted CME policy by Dennis Dimitri. After some suggestions for minor editing, the team voted to approve the policy (below) and present it to the faculty at next week's business meeting. Afterwards it will be sent to the employed faculty list:

Continuing Medical Education: The department will allow up to 5 days per 1.0 FTE per year, of time away from practice for CME. The 5 days will be prorated for those working less than 1.0 FTE. This includes time as either an attendee or presenter at CME events. This will not accrue against any vacation time to which a faculty member is entitled. Should any faculty member attend or present at CME events beyond the total of 5 days, the days beyond 5 will be covered by use of administrative/non clinical time such that clinical time will not be further reduced. Faculty members also have the option to utilize personal vacation time for CME attendance or presentation that is beyond the 5 days allotted for this activity. The 5 days per year are not carried forward. If not used in the current year, no additional compensation or time will be awarded for unused days.

All faculty members will be expected to inform their direct supervisor of any planned time away for CME activity with sufficient lead time to allow for adequate coverage of clinical needs of the practice. If multiple faculty members of a practice all request the same time away for a CME event the Medical Director of the site will have the authority to limit some attendance in order to meet clinical coverage needs. In the event of irresolvable disagreement between a faculty member and their direct supervisor about utilization of CME away time, a member of the department's SLT will be consulted to arbitrate the disagreement.