

Leadership Team

Meeting Summary

April 10, 2015

Present: Bob Baldor, Katharine Barnard, Sandy Blount, Alan Chuman, Joe DiFranza, Frank Domino, Steve Earls, Warren Ferguson, Dave Gilchrist, Beth Koester, Jim Ledwith, Melissa McLaughlin, Val Pietry, David Polakoff, Stacy Potts, Herb Stevenson, Linda Weinreb (phone)

Excused: Nic Apostoleris, Dennis Dimitri, Dan Lasser

Brief Announcements:

1. We briefly reviewed the upcoming events.

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| April 25-29 | STFM Annual Spring Conference |
| May 1-3 | Chief Resident Immersion Training, Ogunquit, ME |
| May 15-16 | Leadership Team Retreat, 9am-12pm * Wachusett Country Club, West Boylston, Spring Faculty Retreat |
| May 29 | New Faculty Breakfast #3 |
| May 31 | UMMS Graduation |
| June 11 | Levine Symposium, 7:30am-2pm, New Medical School Lobby (Worcester residents present QI posters) |
| June 12 | Worcester Family Medicine Residency Graduation * Tower Hill Botanical Gardens |
| June 19 | Fitchburg Family Medicine Residency Graduation * Chocksett Inn |
| September 18 | New Faculty Breakfast #1 |
| Sept 29–Oct 3 | AAFP Scientific Assembly, Denver, CO |

2. Bob informed the team about the School's decision to increase the student class size to 150 from 125. These additional out of state students will pay a much higher tuition and there is discussion about doing away with the Learning Contract. More to come in the next couple weeks.
3. Linda explained that Sherry Weitzen, a PhD/MD graduate, who was slated to begin employment with us in the late Summer has rescinded her offer. She has decided to remain in New Mexico.

Jennifer Buckley has accepted an offer to practice at HFHC this Fall. She is OB Fellowship trained and will be 1 of 3 family docs in Worcester who performs C-sections.

4. Bob and Jim briefly updated the group on some upcoming changes in Fitchburg. Peter McConarty will be retiring at the end of this year and will begin a part-time schedule in July. The Department is planning to recruit a Medical Director for the practice and currently has two internal candidates. If there is anyone is interested in being considered for that role they should contact Bob.

5. Warren shared that David Loxterkamp has agreed to be the 2015 Putterman Visiting Professor. The date is TBD but will coincide with primary care week. Hopefully we can arrange for him to also be part of the “Readings of the Thursday Morning Memo” event which occurs annually around this time.
6. Melissa shared some possible Fall 2015 and Spring 2016 Department retreat dates with the group for feedback: September 18-19, October 16-17 and April 8-9 or 15-16 (just before school vacation week starts).

Budget

Alan presented his ballpark budget planning spreadsheet for FY16 which included assumptions for a variety of scenarios, many which we have discussed before: raises for the faculty or investment in practice enhancements, loss of school funding, loss of HRSA grant funding and uncertainty for the new grant that was just submitted, investment in additional scribes for the practices, reduction in faculty salaries based on upcoming departures, etc. totaling a \$550k – \$1M problem for FY16. The budget is prepared in May, June and July.

Bob noted that this group will have input into possible solutions to the budget problem and Alan also reminded the group about other possibilities that could change the financial outlook: increased productivity and/or reduction of offsets (both which we did with success the last couple of years), additional quality incentives generated, increase in payer reimbursements, school continues to support uncovered research time, increased use of trust funds.

Bob reviewed the areas we make investments in currently and reminded the team that Alan and Melissa are working on cost center analysis of these areas which will be shared with the group upon completion. Areas include: Behavioral Science, Community Health, Research, GME (to include both residency programs, MPH, Preventive medicine and global health), CFDC, Quality Outreach to the practices and Administration. The group shared some ideas on how to improve the potential budget deficit:

- Increase procedural clinics
- Consider how to close the gap based on clinical productivity (i.e. how many more patients do we need to see to make up the shortfall)
- Focus on revenue maximization
- Invest in practice enhancements that make the practices more efficient/functional and also improves satisfaction
- More accurate billing (HCC coding; 99214s when appropriate)
- A reminder to keep mission as the focus

The meeting concluded with a decision to further review the cost of Department investment in each of the areas noted above at the LT retreat on May 15th.