

Leadership Team

Meeting Summary

April 8, 2015 * Benedict E & F

Present: Baldor, Barnard, Chuman, Dimitri, Domino, Earls (phone), Ferguson, Gilchrist, Koester, Lasser, Ledwith, Mazyck, McLaughlin, Polakoff, Potts

Excused: Byrne, DiFranza, Runyan, Stevenson, Van Duyne

Announcements

1. **Department Review:** Thanks to everyone who participated in the department's external review. While we are waiting for the reviewers' report, it's clear that they were impressed with the breadth and depth of the department. After the report is received, we will make it available to everyone, and we will develop a series of action plans to address issues raised by the reviewers, as well as issues we identified in the self study that we prepared.
2. **Shingo:** Some of us have been involved in training by representatives of the Shingo Institute (from Utah State University), focusing on principles that drive and sustain successful improvement initiatives. There is an opportunity to provide a training session for the department's leadership.
3. **Fall Faculty Retreat:** The department's fall retreat will be devoted to "*Achieving the Quadruple Aim in Practice.*" It will take place at the International In Bolton on Friday-Saturday, September 16-17, 2016. We are inviting a few high profile speakers; depending on the response, the Friday program will either be a full day or a half-day (as we have done in the past. A number of rooms will be made available for those who wish to stay overnight; we will require a \$50 deposit, and the department will pay the remaining \$100 for the room.
4. **Fundraising:** This year's United Way campaign has commenced, and will run through April 15th. This year, UMass Memorial, in conjunction with an anonymous donor, has pledged to match up to \$50,000 worth of new or increased gifts to support the Summer Strong Initiative, which ensures that kids get the summer they deserve with camp opportunities that provide healthy food, physical activity, and positive mentors. You can donate to the United Way and any new or increased gift will be matched. Dollars will go to the United Way, but the matching dollars will go to the Summer Strong Initiative.
5. **Project ECHO:** The Department will be hosting a 2-day visit with the folks from Project ECHO, University of New Mexico. On Tuesday, April 19th, Erika Harding, Director of Replication, will be delivering FMCH Grand Rounds, *Project Echo: Moving Knowledge, Not Moving Patients*, with a

luncheon to follow in the Administrative Board Room at Memorial. If you would like to attend, please email melissa.mclaughlin@umassmed.edu.

On April 20th Dr. Sanjeev Arora will be delivering a Campus Presentation in the Lazare Auditorium, 12:15-1:15pm entitled, *The Power to Cure – Multiplied*. The presentation will be recorded and available for viewing afterwards. You can also request the URL from Melissa.

6. **Nominations (FMEC and WDMS):** The FMEC call for nominations will be coming out shortly. We are distributing a handout which lists the awards for FMEC as well as the Worcester District Medical Society. If you would like the Department to consider nominating a faculty member, please email his/her information to melissa.mclaughlin@umassmed.edu.
7. **Putterman ballot:** We have five nominations for Putterman this year. A SurveyMonkey ballot was recently emailed to you. Please complete it by Wednesday, April 13th. Based on the team's ratings, Warren will begin working to extend invitations.

Updates on current A3s

- **Feedback for Change (Alan):** We briefly reviewed the data from the 6th Feedback for Change survey. We are finally seeing some improvement in the data which is encouraging. Some new qualitative questions were asked this time around. Responses described the pride the faculty have in their practices and for the work they do with their colleagues. They also describe work that still needs to be done, focusing on issues related to staffing and work processes within our practices. The survey is intended to provide ongoing feedback to the leadership team on satisfaction with our clinical practices.

Dan mentioned the recent Press Ganey survey done by the hospital and medical group. The system results were abysmal. Dan plans to bring the data to share when he attends some upcoming faculty meetings.

- **Generating Clinical Revenue (Dave):** Dave reviewed the results of the recent SurveyMonkey survey which LT members completed choosing their top 5 initiatives to further investigate whether it is wise to invest the department's time, money and resources in. In the top 5 were:
 1. Develop a suboxone clinic
 2. Expand sports medicine inside and outside our health centers
 3. Coding workshops/audits
 4. Group visits (obesity, DM etc)
 5. Tied for 5th
 - Pursue and endowed Dept. Chair
 - Develop an assisted living care program (expand services)
 - Expand urgent care services

- Increase procedures done by family medicine physicians

ACTION: Dave will bring specifics around each of the top 5 back to the LT (i.e. how much revenue can be generated)

Department 5-Year review

Dan asked for some feedback from team members who met with the reviewers. All were positive and indicated that the reviewers felt what we are doing works well, but we need to be bolder and move past the status quo. They pushed faculty to “take the next step”.

Dan shared his thoughts about what the reviewers may describe as areas for improvement:

- Diversity
- Succession planning
- Evaluation and dissemination of innovation
- Readiness of the clinical system for payment reform, and the department’s role in leading clinical transformation
 - “Just do it”
- Awareness of what’s going on across the department
 - Communications strategies
 - Initiatives for people to work together and share
 - Spread of innovation
- Other topics to be identified by the reviewers
- Issues we identified in the self study

More to come on the outcome of the review once the final report has been received.

Being a Leader on the Leadership Team

The clinical system has been providing Shingo training which Dave, Dan, Alan and some others at Hahnemann have been involved in. It focuses on Key Behavioral Indicators (KBI) of leaders and Dan would like to work with this team to develop some KBIs. Some of his ideas include:

- Thinking systematically - across the Dept not just in a silo
- Serving as a communications link – need to bring information back to your faculty
- Engaging in problem-solving across the department - our problems have to be jointly owned and jointly solved