



ANNUAL REPORT

Academic Year

2014-2015

UAB SCHOOL OF
MEDICINE

Department of Medicine

www.uab.edu/medicine/dom

Our Mission: To maximize health and eliminate suffering by caring for people, teaching, and creating knowledge.

Our Vision: A world where people live well as long as possible



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No greater opportunity, responsibility, or obligation can fall to the lot of a human being than to become a physician. In the care of the suffering he needs technical skill, scientific knowledge, and human understanding. He who uses these with courage, with humility, and with wisdom will provide a unique service for his fellow man and will build an enduring edifice of character within himself. The physician should ask of his destiny no more than this; he should be content with no less.

Tinsley Randolph Harrison, MD
Harrison's Principles of Internal Medicine

IT IS A PRIVILEGE TO LEAD THE
LARGEST AND MOST EXCITING
DEPARTMENT IN THE SCHOOL.



CHAIR'S STATEMENT

The Department of Medicine is a robust partner in UAB Medicine with five strategic priorities:

Clinical. Our mission to care for people.

The Department of Medicine (DOM) engages actively in virtually every aspect of UAB Medicine's care for our patients and community, from care for the underserved to UAB's concierge practice, from transplantation of cells and solid organs to care for patients with complex systemic disease. DOM has greatly reduced mortality, especially the UHC metric of O:E mortality, has improved operational efficiency (e.g., antibiotic stewardship, "bumped" appointments, and early discharge orders), and has undertaken efforts with UAB Health System to improve patient satisfaction. DOM implemented early programs to address physician satisfaction and burnout and recognizes that great attention is needed for this issue.

Research. Our mission to create knowledge.

We are proud of the five major discoveries in the areas of lupus, immunization, stroke, cystic fibrosis, and acute myelogenous leukemia that were each reported in top scientific journals this year. We have developed an NIH dashboard and have strategically invested UAB Medicine funds to sustain and grow our research portfolio. Other highlights include:

- 15 research faculty recruited to UAB
- Four Frommeyer Fellows (junior faculty funded Pre-K Award)
- Nine new K-Awardees in seven Divisions
- \$70 million in NIH total expenditures in FY2014 (Rank #18)

Education. Our academic mission to train doctors.

All DOM educational programs were LCGME accredited with no citations this year, and we invest approximately \$3 million from ASETF and HSF Clinical revenue in education. The Department swept the Argus Awards again, with graduating

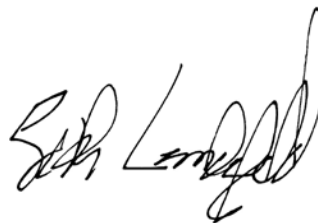
medical students designating DOM as the "Best Clinical Department" and eight DOM faculty as the best teachers in SOM in their area. Residency and fellowship programs continue to have outstanding match performance and new leadership roles have been established: Director for Diversity and Inclusion in the Residency Program and an MS4 Clerkship Director to focus on the ambulatory experience. Our weekly CME offering, Medical Grand Rounds, is undergoing a redesign to make it a "must-attend" event.

Sustainability. Our challenge to thrive.

The Department revitalizes itself by attracting and developing outstanding faculty, trainees, and staff. DOM recruited 39 new faculty, including Ravi Bhatia as Hematology/Oncology Division Director and UAB Comprehensive Cancer Center Associate Director. Leadership connected regularly with the faculty and staff, attending division meetings twice per year and inviting junior faculty to have Lunch with the Chair. Leadership opportunities were broadly embraced, and a Vice Chair for Faculty Development was established to oversee these efforts. Financial dashboards enhanced transparency in fiscal performance and compensation. The Department produced net revenue for the second consecutive year, allowing investment in UAB Medicine's academic mission.

Culture. Our challenge to love what we do.

Having identified work/life balance as a priority area for physicians, we funded three grants for pilot studies to address the most commonly reported issue, the impact of Impact. We also developed a Diversity and Inclusion Plan, which included hiring the Director for Diversity and Inclusion in the residency program: Latesha Eloppe, MD.



OUR DEPARTMENT

The Department of Medicine (DOM) has 356 faculty with regular appointments, approximately 35 faculty with irregular appointments, 300 post-doctoral fellows, trainees, residents, and over 900 staff. The Department is organized in 11 divisions, which are its major cultural and operational units, with a central administration that supports and coordinates the DOM mission across the divisions and in partnership with the rest of UAB Medicine. DOM physicians account for approximately 38% of UAB Hospital admissions, approximately 23% of ambulatory visits, 23% of teaching of medical students, and 45% of the School of Medicine NIH funding.

The total DOM revenue for FY2015 is projected to be \$296 million, with projected net operating revenue of roughly \$2.5 million, primarily in clinical revenue. The sources of revenue are \$52M HSF, \$216M UAB, and \$28M VA. The market value of DOM endowments is approximately \$66 million, and \$4 million was received in cash gifts through June 30, 2015.

VICTOR J. THANNICKAL, MD,
VICE CHAIR FOR STRATEGIC PLANNING

The DOM has five strategic priorities: Clinical Care, Education, Research, Sustainability, and Culture. The strategic priorities weave together with the AMC21 Pillars to form a “strategic quilt” (Appendix, Figure 1). The DOM Strategic Priorities relate to and support AMC21’s 13 current goals (Appendix, Figure 2)

In addition to the AMC21 Goals, DOM pursues each year one goal in each strategic priority that is defined by a work group of faculty, trainees, and staff (see page 16).

**Our Mission: To maximize health
and eliminate suffering
by caring for people, teaching,
and creating knowledge.**

**Our Vision: A world where people
live well as long as possible**

5

Priority Areas in the
DOM Strategic Plan

1,

Fac
con



700

Faculty, Trainees, and Staff
comprise the Department
of Medicine

\$296M

Projected revenue for
FY15, largely derived from
clinical operations

11

Divisions and the
Tinsley Harrison Internal
Medicine Residency
Program

A blue-tinted photograph of a male doctor with a beard and a female patient. The doctor is wearing a white lab coat and a stethoscope, and is pointing at a document. The patient is wearing a grey sweater and a clear face shield. They are both looking down at the document. The background is slightly blurred, showing what appears to be a window with blinds.

HIGHLIGHTS

ROBERT BOURGE, MD
VICE CHAIR FOR CLINICAL AFFAIRS

ELIZABETH TURNIPSEED, MD
ASST. VICE CHAIR FOR CLINICAL AFFAIRS

- Recruitment of Ravi Bhatia (Hematology-Oncology)
- Bone Marrow Transplantation and Cellular Therapy Program restructuring
- Funded three internal pilot studies
- Provided tablets to inpatient teams
- Decreased bumped appointments
- Hired new clinical faculty
- Established clear consult policy
- Partnered with Patient Experience to improve CGCAHPS

OUR CLINICAL MISSION TO
CARE FOR PEOPLE.

CLINICAL OPERATIONS

Treating patients in both inpatient and outpatient settings is at the heart of the DOM's mission. We achieved measureable success in our programs this year.

Programs

- Recruited internationally prominent Hematologist/Oncologist, Dr. Ravi Bhatia, as Division Director for Hematology and Oncology
- Major restructuring is underway within Bone Marrow Transplantation and Cellular Therapy Program to improve leadership, align cell processing lab with hospital labs, and merge apheresis units
- Appointment of Vice Director for Clinical Affairs in Division of Cardiology
- Created and funded a clinical Director for Inpatient Medical Services
- Funded three internal pilots to address clinic inefficiencies and provider satisfaction
- Rheumatology program ranked #11 nationally by US News & World report – the top ranked UAB program for the 25th consecutive year

Throughput

- Provided tablets to rounding Tinsley Harrison and GI Medicine Teams
- Increased discharge orders placed by 10:00 A.M. on Tinsley Harrison medical services from baseline of 17.6% to over 40% in July 2015
- Increased procedure area first case on-time starts from 76% to 91% (FY14 Q4 vs FY15 TD)

Access

- Created an APP-led pulmonary access clinic to accommodate same day/acute care needs
- Decreased TKC appointments bumped within 30 days to from 2.6% to 1.2%
- Increased total number of arrived appointments in first six months of FY15 by 6.7% compared to same period in FY 14 (165,453 additional arrived appointments)
- Hired three additional Rheumatology faculty to expand access

Quality

- Pioneered Departmental consult policy as model for institutional effort
- Improved departmental risk adjusted mortality. For the past four half year periods, the progression has been 1.12, 1.08, 0.95 and 0.92.
- Partnered with Patient Experience Team to perform intense evaluation of DOM divisions to improve CGCAHPS scores

In the upcoming year, the DOM sets the following priorities for providing unsurpassed clinical care to our patients:

- Systematic improvement of quality, timeliness and effectiveness of inpatient and ambulatory consultation practices
- DOM faculty practice/academic hospital medicine
- Provide key clinical leadership for UAB Health System efforts to expand its clinical footprint in strategic areas throughout Alabama
- Partner with Baptist Montgomery for recruitment

EDUCATION AND TRAINING

Our residency and fellowship programs are built on a foundation of legendary academic physicians. We stand on their shoulders as we strive for even greater understanding of health and health care.

Funding

- DOM Alabama State Education Trust Fund allocation method provides more than \$2M for teaching, quantity, and quality
- HSF clinical revenues provide approximately \$1 million additionally for teaching and education leadership

Residency

- Excellent match results with highest ever number of AOA students, and drawing from 26 medical schools. Ongoing efforts for recruitment of under-represented minorities (URM), women, and ABIM research pathway
- New Director for Diversity and Inclusion, Latesha Elope, MD, to work with the residency program for recruitment of URM students
- Core program had 100% of residents obtain fellowship match (22/22)
- Excellent ABIM pass rates, above national average (95% three-year rolling pass rate)
- Newly developed Health Disparities Track, Global Health Track, and Medical Education Track

Fellowship

- Successful recruitment - 100% fellowship match rate
- First "Fellows Welcome Reception"

Medical students

- New MS3 clerkship co-director: Winter Williams, MD, joins James Willig, MD
- Clerkship position created for a MS4 Clerkship Director to lead efforts to develop an ambulatory experience for all medical students
- Argus award for Best Clinical Department and eight individual awards for teaching

Faculty development

- Caroline Harada, MD, was a semi-finalist for Macy's Award for Service Learning
- Monthly "just in time" education for faculty on service
- Longitudinal faculty development seminars with eight sessions and approximately 30 faculty attendees per session
- Two faculty members became Macy Scholars, and one faculty member began Master in Education Technology this academic year
- Medical Grand Rounds redesign

Accreditation

- Core and all fellowships with successful ACGME accreditation, with no citations.
- Self-study of Next Accreditation System in progress; site visit in 12-18 months.



HIGHLIGHTS

LISA WILLETT, MD
VICE CHAIR FOR EDUCATION

- Accreditation of all programs with no citations
- Residency has excellent match and appoints first Director of Diversity and Inclusion
- Medical Students award DOM >10 Argus Awards, including Best Clinical Department
- Faculty Development engages 30 clinician-educators, including two Macy Scholars
- Education Work Group launches Medical Grand Rounds redesign
- Approximately \$3 million allocated for teaching from ASETF and HSF clinical revenue
- Appointed first MS4 Clerkship Director

OUR ACADEMIC MISSION TO
TRAIN DOCTORS.



HIGHLIGHTS

STUART FRANK, MD
VICE CHAIR FOR RESEARCH

- Five Major Discoveries
- Fifteen research faculty recruited to UAB
- Four Frommeyer Fellows (junior faculty funded Pre-K Award)
- Nine new K Awardees in seven Divisions
- \$70 million in NIH total expenditures in FY2014 (Rank #18)
- Investment of UAB Medicine Funds to Sustain and Grow Research Portfolio
- NIH Research Dashboard

OUR RESEARCH MISSION TO
CREATE KNOWLEDGE.

RESEARCH AND DISCOVERY

Our efforts to understand the mechanisms of basic science and their application to patient care have met with incredible success. As of August 2015, the Department of Medicine had 100 NIH-funded investigators with 138 grants.

Programs

Established a DOM research and informatics consultative (RISC) team to help investigators leverage health system clinical data for research purposes, enabling four internally and externally funded grants

Five Major Discoveries

- **John Mountz et al:**
J Clin Invest. 2015 Jul 1;125(7):2877-90.
- **James Shikany et al:**
Circulation. 2015 Aug 10;132:804-814.
- **Virginia Wadley et al:**
JAMA. 2015 Jul 7;314(1):41-51.
- **Steven Rowe et al:**
N Engl J Med. 2015 Jul 16;373(3):220-31.
- **Ravi Bhatia et al:**
Cell Stem Cell. 2014 Oct 2;15(4):431-46.

15 Recruitments in 6 Divisions

- Nine MDs; six PhDs
- Six Professors; two Assoc. Professors; seven Asst. Professors

Grants and Awards

- Four Frommeyer Fellows: Pre-K Award funded by DOM
- Nine “K” Awards in seven Divisions (seven NIH Ks; two internal KL2s)
- DOM “K” award review process: 15 submissions, one from Department of Surgery

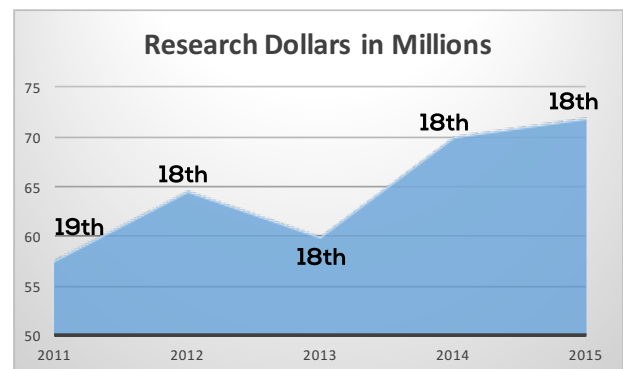
VA-supported Research Efforts of DOM Faculty

- 22 DOM faculty (including three PhDs) are VA-funded investigators.
- 28 VA-funded awards
- Six new VA research awards in past year

Investment of UAB Medicine funds to sustain and grow Research Portfolio

- \$8.8M spent 2012-2015
- \$20.3M committed through 2017 (all funds available)
- \$14.1M committed 2018-2020 (\$6.9 M available, \$7.2M not yet identified)

NIH Funding and Rank according to the Blue Ridge Institute public report:



SUSTAINABILITY

KEN SAAG, MD, MSc
VICE CHAIR FOR FACULTY DEVELOPMENT

People

- Rounding with the Divisions: Chair meets with each Division twice yearly
- Continuing “Lunch with the Chair” with a small group of junior faculty
- Funds Flow Faculty Advisory Committee was launched
- Offer letter templates created to more clearly define roles/expectations
- Appointed Ken Saag, MD, MSc, as Vice Chair for Faculty Development
- Chair and Vice Chair for Research meet with all K Awardees
- Enhanced leadership development opportunities for faculty leaders, chief medical residents and junior faculty (AAIM course, Harvard SOPH course, Leadership Seminar with Chair)

Money

- Continue to use and refine wRVU dashboard
- Continue to use and refine financial dashboard for UAB and HSF, by division

CULTURE

NICHOLAS VAN WAGONER, MD
STRATEGIC PLANNING,
CULTURE WORK GROUP CHAIR

Work Life Balance

Pilot grants to identify ways to improve clinic efficiency to reduce physician work outside of clinic. Katie Romp, MD, and Lisa Willett, MD, created a pilot that included a data entry specialist who enters orders for physicians. Pilot project increased productivity but 16% in the first three months and allows the physician to focus on patient care reducing Impact related frustration.

Diversity

- Appointment of Latesha Elore, MD, Director of Diversity and Inclusion for the Internal Medicine Residency Program
- Harvey Makadon, Professor at Harvard and Director of the National LGBT Training Center gave Grand rounds and met with various thought leaders on campus to begin to establish methods for improving care delivery to LGBT people.



BIRMINGHAM VAMC

JOHN KENNEDY, MD
VICE CHAIR FOR VETERANS AFFAIRS

- With an active patient population of about 65,000 and 135 beds, the Birmingham Veterans Affairs Medical Center is key to our academic, research, and medical enterprise.
- The BVAMC sponsors **48.6 residents** and **37.5 fellows** with approximately \$4.5 million in annual salary distribution.
- 91 DOM clinicians receive \$12.3 million in salary support (50.475 FTE)
- BVAMC funds 22 DOM researchers (3 PhDs) in 28 funded projects (1 PPA, 2 CDAs) for a total of \$15.5 million. Six new awards have been made in the past 12 months.
- NIH Funding by DOM faculty with VA appointments totals \$44 million in 24 grants.



FINANCIAL STATEMENT

Managing our monetary resources is a critical component of the Department's long-term viability. Thanks to our capable Division Administrators, we can report operating at roughly a 5% margin in the fiscal year. We are also on track to receive more than 95% of our "at risk" dollars.

FY15 **HSF** BUDGET

Continued to evolve salary plan to provide an ongoing and sustainable model to pay faculty fairly and competitively, while providing strategic support for our clinical and academic missions.

- Currently 63% of clinical salaries are paid on a wRVU productivity basis
- Currently 35% of total salaries are paid on a wRVU productivity basis

Plan is structured so that no division is in a position where a deficit should occur, assuming wRVU production and expenses are at projected and expected levels.

FY15 **UAB** BUDGET

The FY15 Alabama State and Education Trust Fund (ASETF) and Indirect Expense Recovery (IER) budget is expected to be break even at the Department level. Endowment Corpus on June 30th grew 6%.

FY16 **FORECAST**

We expect our operating margin to be relatively stable and are evaluating the use of dollars transferred to UAB for research and teaching. ASETF will decrease by 5% and IER is up by 7%.

STRATEGIC WORK GROUPS

FY15 GOALS

In addition to the UAB Health System's AMC21 Goals, the Department pursues one goal in each strategic priority that is defined by a work group of faculty, trainees, and staff each year. The goals are set during an annual strategic planning event where the work groups come together to set a course for the future.



CLINICAL >> TO PROVIDE AAA CONSULTATIONS EVERY TIME
(AAA REFERS TO SERVICE THAT IS AVAILABLE, AFFABLE, ABLE)

A random sample of inpatient consultations will be evaluated at the beginning and end of the year on timeliness, communication, and usefulness.



EDUCATION >> TO PRODUCE GREAT
MEDICAL GRAND ROUNDS EVERY TIME

Presentations will achieve an average rating of 9 out of 10 in January-June 2016, and attendance will double.



RESEARCH >> TO IDENTIFY AND SUPPORT
OUTSTANDING RESEARCH MENTORS

Ten excellent mentors will be identified and a plan for making their mentoring more widely available will be developed and implemented.



SUSTAINABILITY >> TO INCREASE WORK
SATISFACTION BY INCREASING SATISFACTION
WITH GRANT SUBMISSION

To rate PI satisfaction with the process of submission of each NIH grant, and to set and achieve a target in the 4th quarter.



CULTURE TO ACHIEVE EXCELLENT COMMUNICATION
AMONG FACULTY AND LEADERSHIP IN EACH DIVISION

To rate satisfaction of faculty with communication with Division leadership, and to set and achieve a target in the 4th quarter.



OUR OUTLOOK

WE STILL HAVE MUCH TO DO TO ACHIEVE OUR MISSION AND VISION. THESE ARE OUR CHALLENGES.

- Working with UABHS to build clinical programs across an expanding health system will require increasing coordination and development of new leaders and leadership structure.
- Faculty are frustrated that the process for meeting clinical staffing needs in order to meet patient needs is concretized and promotes work-arounds. For example, it was difficult to receive permission to hire a person to take phone calls from patients with VADs, and efficient operations of clinics remains a challenge. Faculty welcome the ability to participate in clinical leadership and management.
- Funding of Over the Cap salaries for research faculty.
- Ongoing investments in research. It is projected that achieving sustained NIH grant expenditures of \$100M, which will place DOM in the top 10 and SOM close to the top 20, will require incremental investment of more than \$50M.
- Building endowments to sustain research investments long term.
- Negotiate service agreements and any needed wRVU rate adjustments.
- Maintaining quality education with increasing faculty burnout.
- Building the faculty of the future.

APPENDIX A

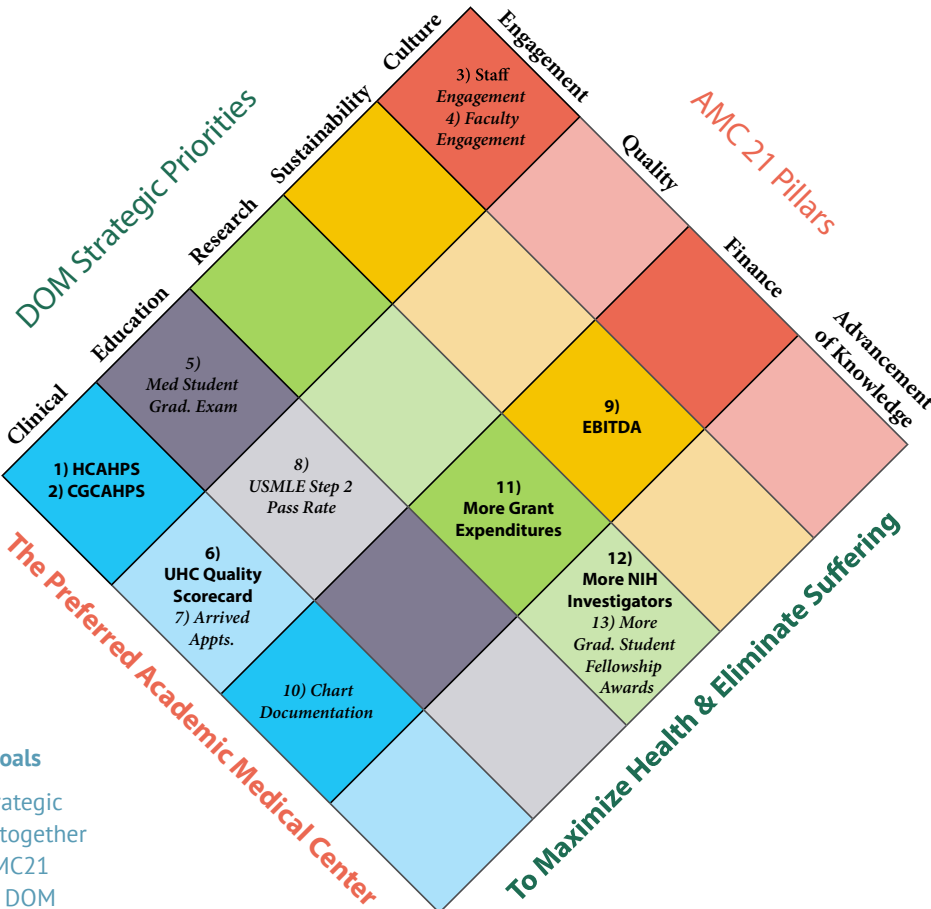


Figure 1.

The DOM “Strategic Quilt” with 13 AMC21 Goals

The “strategic quilt” shows how the DOM Strategic Priorities and the AMC 21 Pillars are woven together and support each other. The 13 goals for AMC21 are shown. The **goals in bold** are those that DOM contributes to most directly.

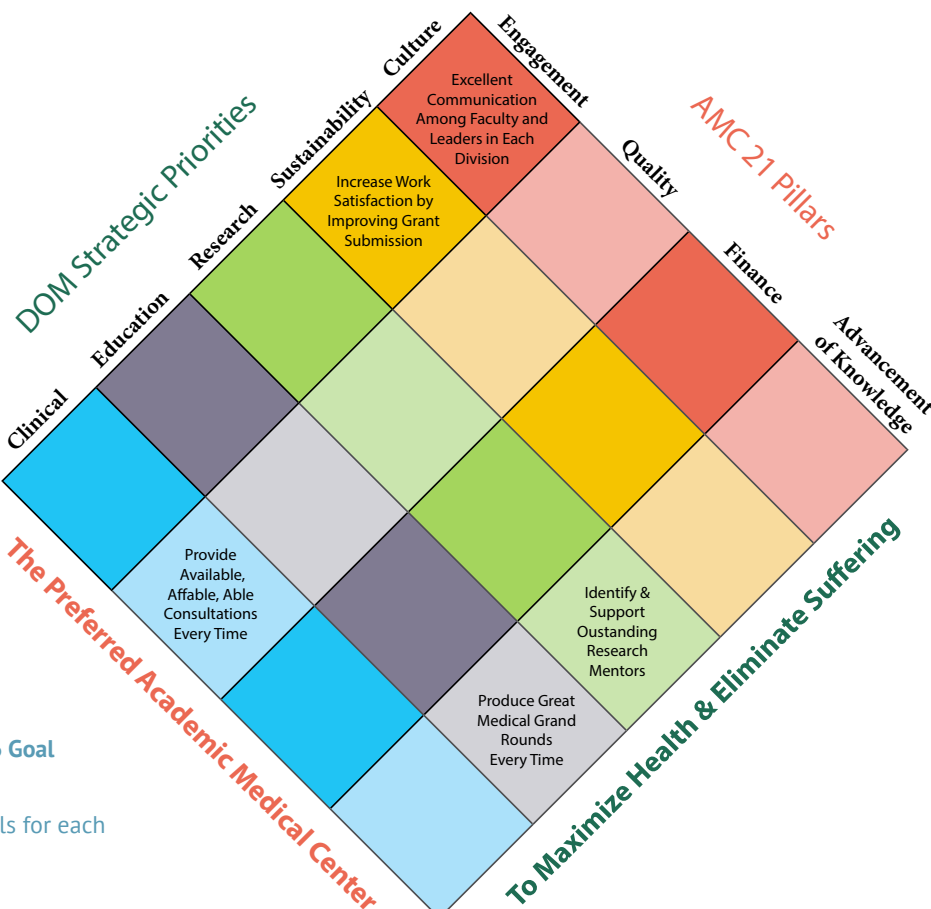
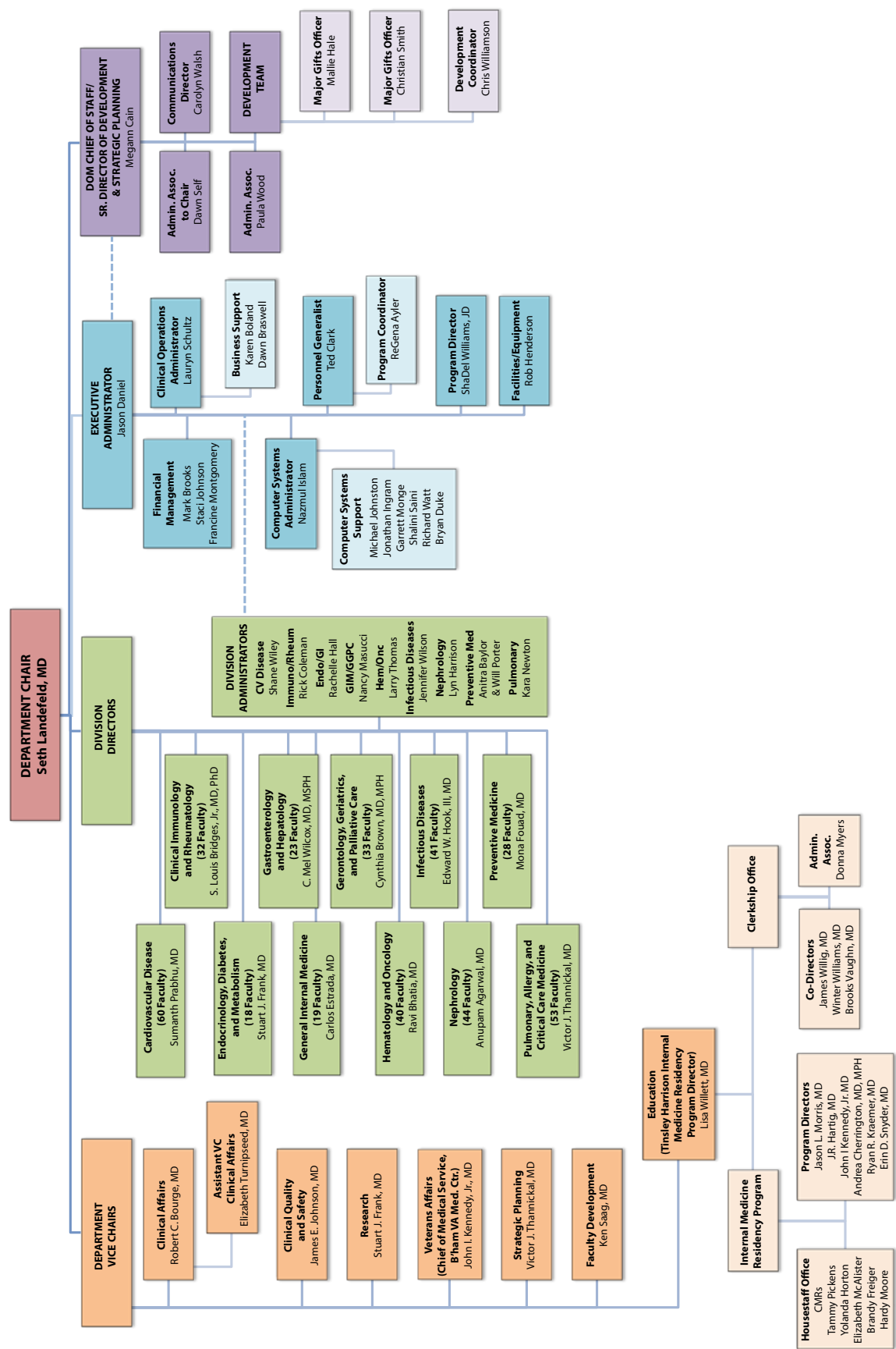


Figure 2.

The DOM “Strategic Quilt” with the 2015-16 Goal for each DOM Strategic Priority Work Group

The five goals listed are the 2015-2016 goals for each DOM Strategic Priority Work Group.

APPENDIX B





Department of Medicine

www.uab.edu/medicine/dom

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