Academic Management Council Update
Feb. 22, 2017 Meeting

AMC Members
- Kathy Bollinger, AMC Co-Chair
  EVP, Banner – University Medicine Division
- Charles "Chuck" Cairns, MD, AMC Member
  Dean, College of Medicine - Tucson
- Dennis Dahlen, AMC Treasurer
  SVP, CFO, Banner Health
- Gregg Goldman, AMC Secretary
  SVP, Business Affairs and CFO, University of Arizona
- John Hensing, MD, AMC Member
  Executive Vice President, CMO, Banner Health
- Leigh Neumayer, MD AMC Co-Chair
  Interim Sr. VP for Health Sciences, University of Arizona
- Ken Ramos, MD, AMC Member
  Interim Dean, College of Medicine – Phoenix

Ex Officio Members
- Tom Dickson, CEO - Banner – University Medical Group – Tucson
- Steve Narang, MD, CEO - Banner – University Medical Group – Phoenix

General Updates

- **Draft Banner/UA Purpose Statement**: Reactor panels will occur to collect feedback from people across the division and following that the leadership group of the original 40 that drafted the statement will reconvene to finalize.
- **Minutes**: AMC approved their January 30 minutes.
- **Town Halls**: The AMC is presenting Town Hall meetings in Phoenix and Tucson. Feb. 22 meeting occurred in Phoenix and upcoming meeting is scheduled for March 8 in Tucson.
- **BUMG CEO**: The position has not yet been filled. The AMC is determining steps for the next 30 days and report out at the March AMC meeting.
- **COM-Phoenix Dean Search**: Dr. Neumayer is identifying the support available for this position and believes this work will be completed in the next few weeks. She anticipates completing a successful search soon.
- **Communication**: AMC Update communication will continue and has been received as a positive addition to AMC communications.
- **Liaison Committee on Medical Education (LCME)**: College of Medicine – Phoenix Dean Ken Ramos reported that a site visit will occur next week and the COM-P team feels prepared for the survey.
- **The AMC approved the following changes to AMC committees/committee structure**
- Finance and operation committees will be combined with Goldman and Dahlen as co-chairs of new combined committee
- Research and Innovation committees will be combined with Cairns, Ramos and Reinman as co-chairs of new combined committee
- New Faculty practice committee with co-chairs CEO of BUMG and both Deans (Cairns and Ramos). This committee will include department chairs (2) from each COM and potentially an at large faculty member from each site
- New Clinical Performance committee with co-chairs Drs. Neumayer and Hensing. This committee will also include chairs and faculty in standing membership

**Tucson Performance Improvement Update**
McKinsey provided an update on observations related to the Tucson financial performance work. Scott Lichtenberger with McKinsey reported that his team observed three major areas of misalignment for BUMG:

- Mismatch between productivity and compensation
- Value-and-productivity-based incentives
- ERE cost

Lichtenberger shared observations on the BUMG compensation plan. He indicated that it would be valuable to have additional value-based incentives in order to realize real change. He also discussed the ERE cost on incremental rate for incentives and the ways in which the plan may subsidize underperforming physicians. Finally he also suggested tying incentive pay to performance on MIPS metrics for 2018 and beyond to avoid potential penalties.

The AMC Compensation Oversight Committee will evaluate McKinsey’s recommendations and provide recommendations to determine next steps.

**AMC Finance Committee**
*Co-chairs: Gregg Goldman- SVP, Business Affairs and CFO, University of Arizona, Dennis Dahlen - SVP, CFO, Banner Health*

The AMC voted to approve the 2017 BUMG budget. The budget process going forward will be strategic and start in late summer to be completed in October.

Additional updates:

- The newly formed faculty practice committee will develop a pay practice philosophy to address discrepancies in Phoenix and Tucson markets and will present this work at the April AMC meeting.
- Scott Hofferber, BUMG COO, will bring final hospitalist compensation plan to be presented to the AMC in March.

**AMC Innovation Committee**
*Co-chairs: COM-T Dean Cairns and Deb Dahl, Banner Health Vice President of Patient Care Innovation*
Dr. Cairns reported that the main focus of the group is on an upcoming co-create session with Phillips. This work takes on the issue of diabetes. The key project of the Banner-Phillips partnership is how we integrate people from multiple disciplines, backgrounds and philosophies to tackle the issue of diabetes in our patient populations.

**AMC Research Committee**
*Co-chairs: COM-T Dean Cairns, MD, Banner Research CEO Eric Reiman, MD*

Dr. Cairns provided an update from the Research Committee.

- The Huron report was presented Feb. 13. In this report executive summary there was discussion about the framework of research in the Banner/UA partnership. Some challenges included research access to data which has mostly been resolved at the policy level although there are other investigators not involved in the PMI grand that are still having issues. Dr. Cairns agreed to ask Lauren Zajac, Executive Director of UA Health Sciences Research Administration, to provide Dr. Hensing with a list of these individuals so that he could push forward on getting them access. Jeff Buehrle shared that 12 Banner computers had been approved for coordinators to assist in their access to Banner data.
- Contracting turnaround time is now down to 85 days, reaching the goal of less than 90 days. It started at 185 days in January 2016.
- The committee is investing time in developing a communication plan to share research process and progress with faculty.
- Dr. Cairns noted that the AMC research committee was also working to develop a plan to provide incentives for research. They are also looking to develop an approach to define fair market value for private physicians that conduct research as well. Further updates will be provided to AMC as available.
- The University of Arizona and Banner Health partnership for the All of Us Precision Medicine Research Program should be able to begin enrolling participants starting in April.

**AMC Education Committee**
*Co-Chairs: COM-P Dean Ramos, COM-T Dean Cairns*

- AMC approved education committee minutes from Jan. 18 and Jan. 26.
- GME pre-retreat Jan. evaluating how we can develop a strategy for GME going forward. One more pre-meeting is planned before big retreat. Taking an integrated approach to the training and education environment for medical students, residents, fellows, faculty and staff physicians. The goal is to have unified look and feel for GME.
- The AMC approved an amendment to the AAA – UA can employ faculty at 0.1 FTE or less to perform precepting and teaching. They should not be subject to exclusivity requirements which obligates them to be Banner-employed. Such faculty shall not become BUMG physicians or university faculty physicians solely as their employment.
- Announcement: New Fellowship – Maternal Fetal Medicine Fellowship in Phoenix
- AMC approved a program request by BUMCS to accept two Emergency Medicine residents from a recently closed program in Ohio. Dr. Andy Theodorou noted that they will come with full funding and
that this would allow a mandatory rural rotation at Payson which is already approved as an elective rotation location.

- AMC approved moving forward with an H1B Visa Request for a Medical Imaging physician in Tucson. The candidate comes from Australia and is considered to be an exceptional addition to the team.

- The AMC approved the appointment of a VA-employed palliative medicine physician as a replacement for the program director in Phoenix. The candidate is employed at the VA which assists in funding the position.

BUMG Operations Report

*Presenters: Banner University Medicine CMO Dr. Charlie Agee and BUMG COO Scott Hofferber*

- Dr. Agee presented the quality scorecard showing detailed data from 2016 and YTD. The data sources and dates are clearly defined. Some items of note:
  - BUMCP Sepsis: 21 percent reduction in Q4
  - Overall mortality rate is meeting target in BUMD
  - There is work to do on sepsis mortality
  - Opportunity to push sepsis bundle compliance
  - Patient Safety Indicators – red at BUMCT. BUMCP and BUMCS are doing well
  - Ambulatory Care: Started first quality council – met last Friday.

- COO Scott Hofferber reported that BUMG is operating at $800,000 positive to budget
- Hofferber reported that the transition from Epic to Cerner in Tucson is on track.
- The AMC approved a request to guarantee tier 2 status pay increase for psychiatry recruits. The AMC approved a request to shorten the radius for which the non-compete applies in Tucson for specific specialties: primary care, hospitalists, anesthesia, psychiatry and emergency medicine. The change was made to improve retention of these needed specialists.

For approved recruitments in both Phoenix and Tucson, see appendix A.
Appendix A:
The AMC approved the following recruitments for Phoenix and Tucson:

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<th>Dept</th>
<th>Position</th>
<th>Type of Request</th>
<th>Designation</th>
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