Overview of the WUSM Faculty Practice Plan
(Washington University Physicians)

New Faculty Orientation
August 14, 2013
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WU Physicians Faculty Group Practice

Presentation Outline

1) Purpose, Impact and Size of the Faculty Practice
2) FPP Governance & Core Functions
3) FPP Clinical Priorities
4) WUMC Professional Service Commitments
5) Important Information for You
Importance Of Clinical Practice

ACADEMIC MISSION
- Clinical Platform for Training & Bringing New Medical Discoveries to the Bedside
- Drives Teaching Hospital Clinical & Financial Performance
- Provides Financial Support for WUSM’s Research & Teaching Missions

WUSM Faculty Group Practice

WU Physicians Clinical Practice

- Ranks in top 5 of the nation’s 125 academic group practices
  - 1,210 full-time faculty physicians (76 sub-specialties)
  - 2,799,706 total patient encounters including:
    - 941,849 outpatient visits & 871,771 procedures
    - 53,733 surgeries
    - 72,614 hospital discharges
  - Account for 97% of admissions to BJH & SLCH
- 73% of clinical activity on Washington University Medical Center Campus
- 49 off-campus clinical program sites
Off-Campus Clinical Practice Sites

• Services also provided at other BJC facilities:
  ➢ Barnes-Jewish West County Hospital
  ➢ Missouri Baptist Medical Center
  ➢ Barnes-Jewish St. Peters Hospital
  ➢ Progress West Hospital – O’Fallon
  ➢ Christian Hospital

• WUSM faculty also provide care at:
  ➢ St. Louis Shriners Hospital
  ➢ Veteran’s Administration Hospital

FPP Governance & Functions
Institutional Relationships

Washington University
- Board of Trustees
- Chancellor
- School of Medicine
- Dean & Executive Faculty
- Faculty Group Practice

BJC Health Care
- Board of Directors
- CEO
- Teaching Hospitals: BJH, SLCH, BJWCH
- Community Hospitals (n-10)

FPP Organizational Structure

- Board of Directors (n-27):
  - 14 Clinical Department Heads
  - 6 Faculty-At-Large
  - Head of Emergency Medicine
  - Basic Science Chair
  - FPP CEO
  - Dean
  - 3 Hospital Representatives

- Decision Making By Majority Rule

Board of Directors
- Clinical Practice
- Finance
- Professional Liability
- Clinical Information Systems (EMR)
Primary Functions

1) Provides key services & infrastructure for clinical departments

2) Serves as the focal point for establishing strategic direction and coordinating clinical program activities across WUSM’s 14 clinical departments and with our major teaching affiliates

3) Oversees annual allocation of Clinical Program Development Funds

4) Public policy advocacy (ex: health care safety net sustainability, tort reform, etc)

5) Establishes school-wide clinical practice policies

FPP Policies

1) Guidelines for Patient Disclosure of Adverse Events
2) Patient Safety/Risk Management Training Policy
3) Stop The Line Policy
4) Disruptive Behavior Policy
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6) Pharma/Medical Device Sales Vendor Policy
7) Consulting Policy
8) Faculty Financial Investments Policy

9) Electronic Medical Record Policies
10) HIPAA Policies
11) Billing Compliance
12) Patient Termination Policy
13) Expert Witness Testimony Policy
14) Fact Testimony Policy
FPP Intranet Web Site
http://fpp.wustl.edu

Core FPP Services

- Managed Care Contracting
- Billing & Collections Services
- WUSM Clinical Practice
- Clinical Information Systems (EMR, etc)
- Referring Physician Relationships
- Patient Access & Service Quality
- Clinical Strategic & Operational Planning
- Communications & Marketing
FPP Resources to Help You

FPP Marketing & Communications

• The http://WUPhysicians.wustl.edu web site is visited by 1.8 million people per year, 38% of whom are seeking information on the faculty physician biographical pages.

• Please make sure your information is kept up to date, as this data is used for the electronic kiosks and physician directory distributed to referring physicians.

• Call 747-6542 for details, to arrange for your photo and your branded lab coats.

FPP Clinical Priorities
KEY FPP CLINICAL INITIATIVES

1) Work in partnership with BJH and SLCH to achieve our Joint Strategic Plan targets and objectives
   • Value-based care of the highest quality (optimal clinical outcomes, cost-effective care, timely access, high patient satisfaction)
   • Foster innovation and medical discovery
   • Particular emphasis on tertiary/quaternary care services
   • Expand our off-campus clinical practice programs
   • Strong financial performance

2) Work collaboratively with BJH and SLCH to implement a plan for Hospital Facility Expansion and Renewal

3) Expand WUSM’s primary care physician referral base

4) Continue to make patient safety a high and sustained institutional priority – the “First Priority”:
   • A “Just Culture” that promotes transparency and reporting of adverse events in a non-punitive manner
   • A “Learning Culture” capable of implementing and sustaining effective process improvements designed to prevent future harm
   • Timely, ongoing, honest and empathetic patient and family disclosure of adverse events

5) Reduce health outcome disparities among vulnerable populations in our community by:
   • Working collaboratively with other area safety net clinics to improve access to care and care coordination
   • Enhancing the cultural competency of WUSM faculty, trainees and staff

6) Prepare for federal health care reform!!!
St. Louis Area Health Care Safety Net

Background

- 354,000 uninsured and underinsured persons in St. Louis City and County
- Account for 26% of the total city and county population

Key Safety Net Providers

- Primary care provided by 4 FQHC’s plus 3 county health department clinics
- Specialty care services provided by the WUSM faculty practice, St. Louis ConnectCare, SLU and BJH resident clinics
- Role of the St. Louis Integrated Health Network (www.stlouisIHN.org)

Health Disparities in St. Louis Region
(2 zip codes less than 10 miles apart)

<table>
<thead>
<tr>
<th>Health Status Indicator</th>
<th>63105 - Clayton, MO</th>
<th>63113 - North STL City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live Births without 1st Trimester Prenatal Care</td>
<td>2.2%</td>
<td>27.1%</td>
</tr>
<tr>
<td>Percent of Newborns Weighing less than 5.5 Lbs</td>
<td>5.3%</td>
<td>14.1%</td>
</tr>
<tr>
<td>Lead Poisoning Prevalence Rates</td>
<td>6.6%</td>
<td>25.8%</td>
</tr>
<tr>
<td>Preventable Hospitalization Rates per 1,000 Hospitalizations</td>
<td>6.4</td>
<td>28.6</td>
</tr>
<tr>
<td>Heart Disease Mortality Rates per 100K Population</td>
<td>198</td>
<td>445</td>
</tr>
<tr>
<td>Diabetes Mortality Rates per 100K Population</td>
<td>4</td>
<td>78</td>
</tr>
<tr>
<td>HIV Cases per 100K Population</td>
<td>4.6</td>
<td>37.7</td>
</tr>
<tr>
<td>Years Life Expectancy at Birth</td>
<td>82.7 years</td>
<td>65.9 years</td>
</tr>
</tbody>
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Source: RHC "Building a Healthier St. Louis Data Book"
WUMC Professional Service Commitments

Developed and Endorsed by:

- Washington University Physicians Faculty Group Practice
- Barnes-Jewish Hospital Medical Executive Committee
- St Louis Children’s Hospital Medical Executive Committee
- WUMC Graduate Medical Education Committee

Professionalism is grounded in a series of commitments that physicians make to their patients and to society

**KEY PRINCIPLES**

1) We will provide patients with the highest quality and safest care possible
2) We will treat patients and their families with respect and compassion
3) We will maintain patient privacy at all times
WUMC Professional Service Commitments

KEY PRINCIPLES

4) We will provide medical care promptly and efficiently

5) We will provide patients with clear and accurate information regarding their health status and necessary follow-up

6) We will consistently respond to the needs of referring physicians

7) We will create a positive work environment by treating all students, staff and physicians with dignity and respect

WU Professional Service Commitments

How You Can Help

• Take a few minutes to review the WUMC Professional Services Commitments booklet

• Lead by example through your own daily actions as you interact with patients, families, colleagues and staff

• Provide positive reinforcement to staff and co-workers who exhibit extraordinary professionalism and compassion

Empathy: The Human Connection to Patient Care - YouTube
WUSM Growth Faster Than Population Growth

- WUSM's growth for FY08-FY12 (red circles) outpaced overall projected population growth for all MSA and non-MSA market regions (black lines)

Source: PBS Reporting Services; Claritas data provided by BJC Strategic Planning
Patient Safety

• While we all strive for perfection, serious clinical adverse events still occur due to the complexity of care, systems problems, human errors and unanticipated complications

• What differentiates institutions is how they respond to and manage these unfortunate events. Key success factors include:
  1) Making patient safety a high and sustained institutional priority — the “First Priority”
  2) A balanced perspective of the needs of the patient, family, staff and institution
  3) A “Just Culture” that promotes transparency and open and honest dialogue in a non-punitive manner without intimidation or fear of retribution
  4) Sound policies and a consistent and disciplined approach to investigating adverse events
  5) A “Learning Culture” capable of implementing and sustaining effective process improvements designed to prevent future harm
  6) Timely, ongoing, honest and empathetic patient and family disclosure

Inter-Institutional Relationships
WUSM and FPP Resources to Help You

Office of Physician Billing Compliance (OPBC)

- Responsible for physician and non-physician practitioner billing issues and compliance education
- Conducts internal reviews and provides education to faculty and staff regarding billing compliance standards.
- Publishes a quarterly newsletter, Compliance Matters
- Supports annual training requirement
  - http://opbctraining.wustl.edu
- For more information, contact Jane Ditch at 935-0672

WUSM-Teaching Hospital Affiliation Agreement

WUSM:
- Provides medical staff and medical direction for hospital clinical programs
- Supervises BJH/SLCH resident and fellowship training programs
- Limits its hospital practice activities to BJH/SLCH exclusively unless the parties agree otherwise
- Assigns to BJH/SLCH/BJWCH the right to own and operate most outpatient technical services offered on the WUMC campus

In Exchange, WUSM receives:
- Partial payment for GME supervision costs ($7.4m in CY11)
- Above-line medical coverage payments for pathology, anesthesiology and emergency medicine professional services
- 45% of teaching hospital operating margins (BJH/SLCH/BJWCH)
Hospital Support Funds Flow

GME Payment ($7.4M) + Additional Payment (BLS)

Additional Payment = 45% of Op Margin

- 31% Unrestricted
- 14% Strategic Investment Fund

Distributed to Clinical Deps based on set allocation formula
- 50% Clinical Program Development
- 10% Rainy Day
- 20% New Chair
- 20% Dean

FY12 School Results by Mission

Clinical Practice: 57.4
Affiliated Hospital: 50.5
Instruction: -9.1
Research: -121.1
Other: 71.4
Our Commitment to Service Quality

• Establishment of *Professional Service Commitments*
• Service Quality Training Programs
• Daily Patient Satisfaction Tracking and Reporting
• Clinical Faculty and Staff Recognition Programs
• Coordinated Complaint Management and Service Recovery

How You Can Help

1) Take a few minutes to review the **WUMC Professional Service Commitments** booklet
2) Lead by example through your own daily actions as you interact with patients, families, colleagues and staff
3) Provide positive reinforcement to staff and co-workers who exhibit extraordinary professionalism and compassion

*Professionalism is not simply a set of written ideas, but rather a “lived” approach to the practice of medicine expressed in observable behaviors*
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