



YFP Seats First Elected Board

The Yale Faculty Practice recently announced the results of the election for the Board of Governors. This board represents the first elected governance body for the Practice and will be seated in April. "The Board will be proactive and strategic in its thinking and responsibilities," explained David Leffell, M.D., Director of the Yale Faculty Practice. Assuming responsibilities outlined in the Operating Principles, the Board will provide oversight and direction on issues such as business and practice development, financial planning, marketing and contracting. The new Board membership follows:

YFP Board of Governors

Elected Members:

Department Chairs

- Gary Friedlaender, M.D., Orthopaedics and Rehabilitation
- Ralph Horwitz, M.D., Internal Medicine
- Jon Morrow, M.D., Ph.D., Pathology
- Dennis Spencer, M.D., Neurosurgery
- Robert Weiss, M.D., Surgery

Clinical Faculty Representatives

- Zeev Kain, M.D., Anesthesiology
- Norman Siegel, M.D., Pediatrics
- Barbara Ward, M.D., Surgical Oncology
- Madeline Wilson, M.D., Yale Internal Medicine Associates
- Barry Zaret, M.D., Cardiovascular Medicine

Appointed Members:

Yale New Haven Health System

- Marna Borgstrom, Executive Vice President and COO
- Peter Herbert, M.D., Senior Vice President and Chief of Staff

School of Medicine

- Irwin Birnbaum, COO
- David Leffell, M.D., Associate Dean, Clinical Affairs
- Joseph Warshaw, M.D., Deputy Dean, Clinical Affairs

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Clinical Initiatives Subcommittee Facilitates Clinical Practice Development

With the new YFP governance structure in place, the Practice is well positioned to pursue new practice development opportunities. Clinical practice development is the focus of the new Clinical Initiatives Subcommittee. "The School recognizes that it must be responsive to changes in the marketplace and ensure patient and referral volume to support its teaching and research missions. The School is committed to developing new models of clinical service delivery," said Dr. Jon Morrow, co-chair of the Committee.

The Subcommittee will assist in developing new clinical ventures. "The group will be pivotal in moving the School's clinical practice development forward and will serve as a catalyst to get projects and new ventures going," said Dr. Steve Bunney who chairs the Committee with Dr. Morrow. Initiatives will be assessed for programmatic and economic feasibility, fit with the School's broader strategic

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LEAVE THE DINNER PLATES AT HOME

No one likes change. We are all creatures of the familiar, partisans of comfort. When John Franklin and his crew were discovered dead from starvation on the Adelaide Peninsula on their way to find the Northwest Passage, they were hauling a 650-pound sleigh bearing an 800-pound boat filled to the brim with silver dinner plates, cigar cases and a copy of the *Vicar of Wakefield*. They died because they attempted to carry across the frozen reaches of Canada all that was familiar in their Victorian life and were not willing, or perhaps not able, to adapt to the environment in which they found themselves.

Other environments may be similarly uninviting. The best way to address the problems of healthcare delivery that challenge our ability to practice academic medicine is to think differently about them and seek novel solutions. Problems such as non-professional control of medical practice and the complexity of dealing with payors may provide great opportunities for leadership in academic medicine. Whether it is developing a new

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YPB COMMITS TO SAVE THE PLANET Part one of series

If you've noticed more recycling containers in the Yale Physicians Building (YPB) these days, it's no coincidence. With the help of University Recycling Coordinator C. J. May, the Yale Faculty Practice is putting new life into the YPB recycling program. Lorraine Roseman, Director of Operations of the YPB, notes that recycling at Yale has been around for a long time, generating about 1,000 tons of material each year. "But recycling was cumbersome and included a limited number of materials," said Roseman. The opposite is true today. "I think everyone will find the new program exciting and a breeze to follow."



Lorraine Roseman and C.J. May prepare the YPB for the new recycling effort

C.J. May and student volunteers from Yale have visited each floor in the YPB to educate staff on new recycling guidelines. "What surprised staff is just how many materials can be recycled these days. The

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Clinical Initiatives... (continued)

goals, and consistency with the Affiliation Agreement with the Yale New Haven Health System. All new initiatives must undergo this review before they can be presented to the Board for final approval. Subcommittee members include:

Chairs:

- Steve Bunney, M.D., Psychiatry
- Jon Morrow, M.D., Ph.D., Pathology

Members:

- Irwin Birnbaum, School of Medicine
- Julie Carter, University General Counsel
- Gary Friedlaender, M.D., Orthopaedics & Rehabilitation
- Ralph Horwitz, M.D., Internal Medicine
- Barry Zaret, M.D., Cardiovascular Medicine
- Ex officio:
 - David Leffell, M.D., Yale Faculty Practice
 - Stephen Rimar, M.D., Yale Faculty Practice

Please contact any member of the Subcommittee with questions or if you or any member of your Department is considering the development of a new clinical venture.

PHYSICIAN COMPLIANCE TRAINING REMINDER

Yale faculty physicians are required to complete one hour of medical billing compliance training each year as part of the School's Compliance Plan. The training must be completed by June 30 and is offered in three convenient settings:

- **Web Based Training.** Complete the tutorial and short quiz at <http://learn.caim.yale.edu/hcfa/>.
- **Training Seminar.** The next sessions are scheduled on Wednesday, April 12 and Wednesday, May 17 from 5:30 pm. to 6:30 p.m. in the Fitkin Amphitheater.
- **Faculty Meetings.** The Compliance Office can organize training sessions for departmental and section faculty meetings.

For more information contact Judy Harris, Compliance Officer, at 785-3868 or judy.harris@yale.edu

YFP Elected Board (continued)

For pediatric anesthesiologist and newly elected member **Dr. Zeev Kain**, participating on the Board provides the opportunity to take an active role in the leadership of the Practice. "Given today's marketplace, we need to be as strong a practice group as possible," said Kain. "I encourage faculty providers to get to know the new Board members. Stay in touch with them and keep them apprised of issues concerning your practice," added Dr. Leffell.

For more information contact Dr. David Leffell at 785-6808 or david.leffell@yale.edu.

LEAVE THE PLATES... (continued)

contracting strategy, or creating new clinical programs that represent the fruit of translational research, there is no question that we at Yale can adapt.

If you are frustrated with the chaos in academic medicine, I challenge you to think of new ways to solve the problems that you confront in your department or your section. Consolidation of clinical support services, faculty management of academic practices, and new clinical initiatives that reflect your academic expertise are specific opportunities where we can excel. But we have to think differently in order to adapt in these ways. We can leave the dinner plates at home.

David J. Leffell, M.D.

Recycling Program... (continued)

technology has advanced so items we just threw away in the past can now be recycled, like glossy inserts from newspapers and magazines," she said. Even post-it notes can go in the recycle bin. "We're taking a team approach to the whole cycle," Roseman added. "Physicians and staff can do their part by recycling more materials and depositing these in proper containers. Custodial staff complete the cycle with the pick up and disposal of materials." For more information contact Lorraine Roseman at 785-6763 or lorraine.roseman@yale.edu or C.J. May at 432-6852.

WHAT PATIENTS ARE TELLING US

"I was very impressed with the care my son Tyler received by **Dr. Michael Baumgaertner** (Orthopaedics and Rehabilitation). He was very professional and caring and he took the time to answer all of my questions and appeared to be very concerned with my son's progress. He shared with us my son's X-rays and explained what to expect over the next few months, which relieved our fears and anxiety. I would highly recommend Dr. Baumgaertner to my family members and friends."

J. DeNardis, Hamden, CT

YALE PRACTICE

YALE FACULTY PRACTICE

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