

**UBMD Strategic Planning Sessions**  
**Minutes**  
**September 13, 2007**

Present: Drs. Dannenhoffer, DelBalso, Dillon, Reynolds, Braen, Sufrin, Reidy, Balos, Bone, Cain, Dayton, Dubovsky, Dunn, Gibbons, Lema, Naughton, Mr. Cavaretta, Giblin, Mead, Warhol, Reed

Staff: Ms. Kobrin, Mr. Murphy, Mr. White, Ms. Glieco, Mr. Nobumoto, Mr. Quinn, Ms. Hodge

**Opening Remarks**

Dr. Dunn opened up the session by acknowledging the work of the Project Team and their ability to reach consensus on the governance and structure of UBMD. He believes this to be an opportune time to form an amalgamated unified practice plan in light of the appointment of the "Active Parent Board" by Health Commissioner Daines and that for the first time we will have a University Hospital equivalent and the practice plans may have the opportunity to apply for HEAL NY monies to assist in the amalgamation. The UB President and Vice President for Health Sciences or their designees will serve as members of the "Active Parent Board" in perpetuity.

We are now at a critical decision point as to moving ahead with the UBMD implementation phase. Dr. Dunn hopes this will be the last strategic planning session and that the group will endorse the implementation. He then introduced Dr. Dubosky to review the Project Team's recommendations.

**UBMD Project Team**

Dr. Dubovsky presented his UBMD Governance handout to the group (see attached). The handout depicted the organizational structure of UBMD outline reporting relationships. The Governing Board will remain unchanged as authorized by the Board of Trustees policies and it will have the ultimate authority. The current UBA corporate structure will be converted that into a Management Committee which will serve as the operations group. The Management Committee will be composed of the 18 Department Chairs; 6 at large faculty; 3 Governing Board members including the President of the Governing Board, 1 Basic Science chair and the Dean, VPHS & the University President. The community leaders who are currently members of the UBA Board will become an advisory committee. The conversion will require a by-laws change to be voted on by the current UBA Board. The Management Committee will be a not-for profit 501©(3) corporation and can conduct all the business of UBMD except requiring mandatory internal referrals. This means we can get the entire infrastructure up and running almost immediately. The individual practice plans will keep their separate corporate structure until the entire UBMD structure is up and running. Then in one move we will dissolve all of the separate corporations and put in one management structure. Everyone will be

merged together to have one Medicare provider number, billing system and an electronic medical record system. We no longer will need to become an IPA as previously discussed which was more complicated than originally anticipated. An e-mail of the final draft proposal of the Project Team will be sent to the Strategic Planning Committee. One proviso is that the Governing Board can dissolve the Management Committee by a majority vote to include the six departments required for LCME accreditation.

The cost of funding this initiative is still a factor. The Practice Management Committee is in the process of determining the costs of unified billing, including the start up costs and ongoing personnel costs. We will need to establish a central personnel system. A second committee is looking at EMR. It is anticipated that these two groups remain as subcommittees of the Management Committee and become implementation committees. Once the Management Committee is formed, they can start looking at the process of how to obtain funding and available resources.

It is important to get this information out to the faculty at large. Dr. Dubovsky is willing to go to department meetings and will also do town hall meetings. He can roll the whole proposal out in the next few weeks. Discussion followed on which was the best way to handle these town meetings and it was decided that they will need to take place at both the University South Campus and the hospitals. Once that is accomplished we will need approval from the Governing Board and a by-law change from UBA.

After discussion of the group it was decided that recommendations should be made from this body to the Governing Board and UBA Board. The group unanimously approved the following motions:

- (1) The principle of developing a single practice plan.
- (2) The principle of moving towards a fully integrated practice plan using the structure presented at this meeting (Figure 1 – UBMD Governance) and described in the handout.
- (3) Request that the Governing Board and UBA approve the creation of the structure and to empower the Management Committee as the implementation group.

Dr. Dunn again thanked everyone for their hard work and attendance and asked Dr. Cain to make any closing comments. Dr. Cain felt it was a good meeting and was pleased by the consensus of the group and was looking forward to the next steps.

