

## YALE FACULTY PRACTICE MOVES... *(continued from page one)*

were the chief planners and organizers behind our move," noted Dess-Santoro. Sharlene Seidman, Associate Director and Mary Lillis, Senior Administrative Assistant in PFS, began planning in August as soon as the decision was made to move. Beginning during the holiday recess, PFS staff relocated to the new office in lock-step fashion. The project ended in mid-January with the move of YFP administrative offices from the Yale Physicians Building (YPB).

This move is just one of several that took place as part of the facilities plan tied to construction of the new research building on Congress Avenue. "The time frame for the move was accelerated because this move was pivotal in allowing the medical school facilities plan to proceed," noted Bruce Carmichael, Executive Director of YSM Major Projects. Carmichael and Paul Bartlett, Associate Director, Project Management and Construction, worked closely with the YFP leadership to facilitate the move plan and were critical to its success.

According to Dr. Stephen Rimar, one of the top priorities in planning the new facility was to ensure that computer network connection speed in the new location met PFS requirements. "Connection speed is key for billing and registration systems and the Med-ITS staff made it happen. Our focus was on not missing a beat with billing and collections productivity," said Dr. Rimar.

Other benefits from the move are accruing to Yale's practices and staff. The move of YFP administrative offices from the Yale Physicians Building allows for the expansion of patient care space. "The YPB is a clinical practice building and our goal is to maximize space utilization for care, rather than administrative and nonpatient care activities. This move is just one of many changes that are planned for the building," added Dr. Leffell.

Departments are invited to make use of conference rooms in the new facility for meetings and retreats. For more information about the move or new office location, contact the Yale Faculty Practice at 785-2140.

### YFP Operating Principles . . .

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The Operating Principles are meant to capture the essence and spirit of the key issues related to a large, integrated academic group practice. "The organization detailed in these principles is designed to be flexible enough to accommodate individual departmental interests when those interests benefit the School as a whole. The values of the YFP which reflect our own beliefs with respect to teaching, research and clinical care, are accurately conveyed in this document," explained Dr. David Leffell.

**To request a copy of the Operating Principles, please call the Yale Faculty Practice at 785-2140.**

# YALE PRACTICE

## YALE FACULTY PRACTICE

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# YALE PRACTICE

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**SPECIAL  
BOARD ELECTION  
ISSUE**

## BOARD ELECTIONS CREATE OPPORTUNITIES

**David J. Leffell, M.D., Director,  
Yale Faculty Practice**

The Yale Faculty Practice (YFP) is poised to make a major transformation. This special edition of *Yale Practice* outlines these changes. I encourage you to read this issue thoroughly and consider how you can take an active role in shaping the Practice. For the first time in the history of the YFP, an elected board will be seated to govern the clinical enterprise. Newly defined Operating Principles will guide this leadership group (see article below). With the new governance structure and committed leadership in place, we are positioned to achieve new heights of success.

Historically, the YFP has served a purely business office function, attending to billing and collection services and contracting. As clinical practice becomes more complex, issues such as credentialing, compliance, practice standards and marketing have become major responsibilities of the YFP. In order to provide cost effective care at the highest level, we must change how we view the Yale Faculty Practice and how we, as faculty, function within it.

I urge clinically active physicians to take part in the election for board membership by returning the official ballot no later than February 15. Once the election takes place, stay in contact with these representatives and make sure your voice is heard. Feel free to contact me as well at 785-6808 or [david.leffell@yale.edu](mailto:david.leffell@yale.edu).

## YALE FACULTY PRACTICE MOVES TO NEW QUARTERS *New Offices Located at 300 George Street*

The Yale Faculty Practice Administrative Offices and Patient Financial Services (PFS) are now headquartered in one place. "Until now we've had staff and functions spread out across the medical center," said Dr. David Leffell. "The move to 300 George Street allowed us to assemble the team in one building and on one floor." The new offices are located on the sixth floor of the building that many New Haven regulars know as the former SNET building. According to Dr. Stephen Rimar, Medical Director of the Yale Faculty Practice, the office space in the Yale Physicians Building will now be used for clinical purposes.

For Marianne Dess-Santoro, Executive Director of Patient Financial Services, the move achieves one of the organization's top goals: to have all staff working together. "We're increasing productivity by bringing together staff who run the billing



*Sharlene Seidman reads the new training room at 300 George Street*

and collection operations with functions such as contracting, credentialing, marketing and planning," she explained. "Increased collaboration across teams in different functions is already visible. Communication and problem solving are just easier in this setting."

"The move was incredibly well coordinated and staged. I have to give full credit to **Mary Lillis and Sharlene Seidman** who

*...continued on back page*

## Yale Faculty Practice Operating Principles

Last spring Dean Kessler charged a committee led by Dr. Steve Bunney and Dr. Barry Zaret to develop principles that would define the Yale Faculty Practice and its role within the Medical School, Yale New Haven Health System and healthcare market overall. The challenge was to develop operating principles that would serve as "bylaws" for the multi-specialty academic group practice that is the Yale Faculty Practice (YFP). The new Operating Principles cover the broad range of issues that are integral to our clinical practice. While the Principles are concise, they are broad enough to accommodate inevitable change. The work group designed the principles to reflect the shared vision of the faculty, departments and School and to facilitate faculty participation in the organization.

### The Yale Faculty Practice Mission

*The Operating Principles Work Group developed this mission statement for the practice group:*

The Yale Faculty Practice is a multispecialty academic group practice that strives to provide the highest quality health care. Through its clinical activity, the YFP also supports the medical education, training and clinical research missions of the Yale School of Medicine. As such, it is committed to providing patient care which:

- Achieves patient and referring physician satisfaction
- Provides improved medical outcomes
- Maximizes efficiencies and attains excellence in delivery of its services

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# YALE PRACTICE

## BOARD OF GOVERNORS AND ELECTION

This month physician members of the Yale Faculty Practice will elect a board to govern the practice. Board membership is designed to ensure optimal representation for departments and subspecialties such as hospital-based and non-hospital based, cognitive and procedural oriented disciplines. The Board will assume responsibilities defined by the Operating Principles. The primary role is to serve as the Practice's governing body, set policy and monitor operations of the clinical activity of the School.

### THE ELECTION PROCESS AND NOMINATIONS

Under the new Principles, the board membership includes five positions reserved for clinically active faculty physicians. Five positions are reserved for Department Chairs and five for representatives from the administration of the School and Yale New Haven Health System (see Table 2). A Nominating Committee met in January to develop the slate of nominees. The new Board will be seated in March, 2000.

Department Chairs will elect five representatives, with one representative from each of the three categories of cognitive, procedural and hospital-based departments as well as two at-large members. Faculty will vote on five representatives from the list of 15 nominees. The official ballot is included in this issue of *Yale Practice* for faculty physicians. **The ballots must be returned no later than February 15 in order to be counted.** The Yale University Auditing Department will receive and tally the ballots to ensure strict confidentiality. Department Chairs will vote for their representatives through separate balloting. Chair nominees are listed in Table 3. Clinically active faculty nominees are presented on the facing page.

Table 2

Board of Governors Membership	
	Board Seats
Department Chairs	5
Clinically Active Faculty Physicians	5
Yale New Haven Health	2
School of Medicine Administration	2
Associate Dean, Clinical Affairs	1
<b>Total BOG Members</b>	<b>15</b>

Table 3

### Candidates for Department Chair Representatives

#### Cognitive Departments

Ralph Horwitz, M.D., Internal Medicine  
Stephen Waxman, M.D., Ph.D., Neurology

#### Procedural Departments

Peter Schwartz, M.D., Gynecologic Oncology  
Dennis Spencer, M.D., Neurosurgery

#### Hospital-based Departments

Bruce McClennan, M.D., Diagnostic Radiology  
Jon Morrow, M.D., Ph.D., Pathology

#### At-large Positions

James Fischer, M.D., Ph.D., Therapeutic Radiology  
Gary Friedlaender, M.D., Orthopaedics & Rehabilitation  
Peter Jatlow, M.D., Laboratory Medicine  
Robert Weiss, M.D., Surgery

## BUSINESS AND STRATEGIC FOCUS TO HELP PRACTICE GROW

Four highly focused committees and one subcommittee will address specific issues critical to the success of the Practice. Through committee member leadership, our strategic vision and detailed operating plan can be modified in areas such as managed care contracting, marketing, practice development and financial management. The committee structure and membership follows:

### Strategic Development Committee Chair - Barry Zaret, M.D., Cardiovascular Medicine

#### Members:

James Brink, M.D., Diagnostic Radiology  
Steve Bunney, M.D., Psychiatry  
Joshua Copel, M.D., Perinatal Medicine  
Richard Ehrenkranz, M.D., Newborn Special Care  
Gary Friedlaender, M.D., Orthopaedics & Rehabilitation  
Richard Gusberg, M.D., Vascular Surgery  
Ralph Horwitz, M.D., Internal Medicine  
Stanley Kramer, M.D., Yale New Haven Health  
Jon Morrow, M.D., Ph.D., Pathology  
Stephen Rimar, M.D., Yale Faculty Practice  
Cathy Vellucci, Neurosurgery  
Madeline Wilson, M.D., Yale Internal Medicine Associates

### Clinical Initiatives Sub-committee Chairs - Steve Bunney, M.D., Psychiatry and Jon Morrow, M.D., Pathology

#### Members:

Irwin Birnbaum, Yale School of Medicine  
Julie Carter, Yale University Counsel Office  
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

# SPECIAL ELECTION ISSUE

Table 4

## CLINICAL FACULTY NOMINEES

All faculty physicians credentialed by the Yale Faculty Practice are eligible to vote for **five** of the 15 nominees. Ballots are included with this issue of *Yale Practice*. Here is the slate of clinical faculty nominees:

**John Colberg, M.D.**

Associate Professor, Section of Urology and Director, Uro-oncology Program

**Vincent DeVita, M.D.**

Associate Professor, Section of Medical Oncology and Director, Yale Cancer Center

**Ezra Griffith, M.D.**

Professor and Deputy Chair, Department of Psychiatry

**Ian Gross, M.D.**

Professor and Chief, Section of Neonatology

**Peter Jokl, M.D.**

Professor and Vice Chair, Department of Orthopaedics and Rehabilitation  
Section Chief and Clinic Chief, Sports Medicine Center

**Zeev Kain, M.D.**

Associate Professor and Chief, Section of Pediatric Anesthesiology  
Clinic Chief, Department of Anesthesiology

**Michael Kashgarian, M.D.**

Professor, Department of Pathology

**Steven Palter, M.D.**

Associate Professor and Clinic Chief, Section of Reproductive Medicine

**Clarence Sasaki, M.D.**

Professor and Chief, Section of Otolaryngology

**John Schowalter, M.D.**

Professor, Child Study Center

**Norman Siegel, M.D.**

Professor, Section of Pediatric Nephrology  
Vice Chair, Department of Pediatrics  
Physician-in-Chief, Yale-New Haven Children's Hospital

**Brian Smith, M.D.**

Professor and Vice Chair, Department of Laboratory Medicine  
Clinic Chief, Laboratory Medicine

**Barbara Ward, M.D.**

Associate Professor, Section of Surgical Oncology  
Medical Director, Yale Comprehensive Breast Care Center

**Madeline (Maddie) Wilson, M.D.**

Assistant Professor, Section of General Internal Medicine  
Medical Director, Yale Internal Medicine Associates

**Barry Zaret, M.D.**

Professor and Chief, Section of Cardiovascular Medicine  
Vice Chair, Department of Internal Medicine

**Contracting Committee**

Chair - Howard Forman, M.D., Diagnostic Radiology

**Members:**

Ezra Griffith, M.D., Psychiatry  
Ian Gross, M.D., Newborn Special Care  
Marc Lorber, M.D., Transplantation and Immunology  
Kenneth Roberts, M.D., Therapeutic Radiology  
Thomas Rutherford, M.D., Gynecologic Oncology  
Brian Smith, M.D., Laboratory Medicine  
Timothy Vollmer, M.D., Neurology

**Ex officio:**

Stephen Rimar, M.D., Yale Faculty Practice

**Finance Committee**

Chair - Norman Siegel, M.D., Pediatrics

**Members:**

Richard Edelson, M.D., Dermatology  
Phyllis Lantos, School of Medicine  
Dennis Spencer, M.D., Neurosurgery  
Jed Shivers, Pediatrics and Surgery

**Ex officio:**

David Leffell, M.D., Yale Faculty Practice  
Stephen Rimar, M.D., Yale Faculty Practice

**Research & Education Committee**

Chair - Joseph Warshaw, M.D.

**Members:**

Kevin Anderson, M.D., Urology  
Michael Ezekowitz, M.D., Cardiovascular Medicine  
Paul Genecin, M.D., Yale Health Plan  
Peter Jatlow, M.D., Laboratory Medicine  
Jordan Pober, M.D., Ph.D., Pathology

**Ex officio:**

Stephen Rimar, M.D., Yale Faculty Practice