

SPECIAL EDITION



▼ Special Report on CPG Restructuring ▼

The Clinical Practice Group Board of Directors met Tuesday, June 2.

* **TOPIC:** Dean Michael Dunn, MD, led a discussion about the composition of the CPG Board and the CPG Executive Committee.

* **BACKGROUND:** The present composition of the CPG is 17 clinical department chairmen, 23 clinical faculty who are not chairmen, the Dean, and the Senior Associate Dean for Clinical Affairs.

The CPG Executive Committee is composed of members elected by the CPG Board, the Sr. Associate Dean for Clinical Affairs, the Dean, and the Senior Vice President for Finance and Administration (without vote.)

* **CHALLENGE:** Dr. Dunn presented his analysis that there are problems with the current structure. These problems are:

- The Board of the CPG is too large, with greater than 40 members.
- Participation in Board meetings by both chairmen and elected non-chairmen usually ends up being less than half of the membership of the full Board.
- The Executive Committee of the Board does not include the chairmen of certain major departments, including Medicine, Pediatrics, and Surgery.
- The governing structure of the CPG is dissimilar from the governing structure of the Medical College of Wisconsin.
- The Executive Committee of the CPG and the CEO of the CPG have had difficulty gaining the support of clinical chairmen in order to implement clinical practice decisions recommended by the CPG Executive Committee. During discussion, many of the Board members pointed out that when the Clinical Advisory Group (CAG) formed the CPG in 1994, they did so with a view to balancing the influence of the Clinical Chairmen by the inclusion of elected faculty leaders. Furthermore, the CAG excluded the Dean from a participatory role in the CPG. In addition, most discussants agreed with the problems created by a dissimilar governance structure for the College and for the group practice.

* **PROPOSED CHANGES:** Dr. Dunn proposed the following changes for consideration by the CPG Board:

- The CPG Board should be composed of all clinical department chairmen.
- The Dean of the Medical College will be Chairman of the Board.
- The Executive Committee of the CPG Board will comprise eight members: four clinical chairmen elected from and by the Board; and four clinical chairmen selected by the Dean.
- Board members, including the Executive Committee, will serve for either two- or three-year terms.
- The Dean of the Medical College will be Chairman of the Executive Committee.
- The Sr. Associate Dean for Clinical Affairs will be the Chief Operating Officer of the CPG.
- All standing committees of the CPG will be chaired by faculty who are not chairmen and these committees will be composed of faculty who are not chairmen.

* **CONCLUSION:** Extensive discussion of these proposed changes led to the following recommendations. All discussants emphasized that the Board of Directors and the Executive Committee of the CPG must transcend their departmental roles and constituencies and function within the practice group as officers of a multi-specialty group practice.

There is a recognized danger that a CPG run by clinical chairmen will not operate smoothly unless these chairmen think collegially and as team members, rather than serving the interests of their departments. Most CPG Board members felt that the Executive Committee should be restricted to six members rather than eight, with three elected by the Board, and three selected by the Dean. There was general agreement that the Sr. Associate Dean for Clinical Affairs should run the practice in the CPG and work with the chairmen to implement practice decisions with authority and responsibility delegated by the Dean.

A time line for these changes was also discussed.

* **THE NEXT STEP:** Dr. Dunn agreed to present these recommendations to the entire clinical faculty and to receive faculty comments either by letter, e-mail, or at a general discussion/town hall meeting forum to be held in late June (See notice below). After these discussions and recommendations for revisions are received, the faculty practice plan document will be altered line by line and returned in July in time for presentation of these changes to the Executive Committee of the Board of Trustees meeting in late July.

* **COMMENTS SOUGHT:** Please send your comments by mail or e-mail to Dr. Michael J. Dunn at mdunn@mcw.edu.



▼ **Town Hall Meeting Planned** ▼

There will be an open discussion of the restructuring of the CPG.

* **WHEN:** 4 p.m. on Thursday, June 25

* **WHERE:** The Alumni Center

All faculty are invited to participate.

This is your printed version of *FOCUS*. E-mail copies were transmitted earlier. Faculty and staff who would like to receive *FOCUS* electronically but do not have an e-mail account may contact the Information Services Help Desk at 456-8648.

***FOCUS* is prepared by the Office of the Senior Associate Dean for Clinical Affairs for physicians and staff in the Medical College Clinical Practice Group.**

Editor and Writer: Kay Nolan

Phone: 456-5822

Fax: 456-6550

E-mail: knolan@mcw.edu