Leadership Team
Meeting Summary
June 10, 2016 * Benedict E & F

Present: Baldor, Barnard (phone), Chuman, Dimitri, Domino, Earls, Gilchrist, Koester, Lasser, Ledwith, Mazyck, McLaughlin, Polakoff, Potts, Runyan, Stevenson, Van Duyne, Weinreb

Excused: Ferguson, DiFranza, Byrne

Announcements: Dan Lasser distributed a handout that includes the announcements below to the team. He encouraged the group to bring them to meetings or share the information verbally with their teams.

Department
Projects underway
- Web Development: The Family Medicine Home Page has undergone considerable revision by the web team (Melissa McLaughlin, Gail Sawosik, Mike Smith, Karen Rayla, Ellen Endter) - take a look! www.umassmed.edu/fmch
- Dan Lasser has been invited to join a UMass Memorial planning group that is looking at the state's proposals for a new Medicaid ACO that would go into effect in 2017 - more to come
- Bob Baldor is working with the leadership at Baystate Medical Center to help them in the development of a Department of Family Medicine in preparation for the development of the medical school's regional campus at Baystate.

Calendar
- Fall retreat: September 16-17, 2016: The International, Bolton, MA
- Puttermann Lecture (Leigh Kimberg, MD) and Annual Dinner: October 4, 2016
- Dr. Kimberg is Program Director for PRIME-US, a five year track at the UCSF School of Medicine and UC Berkeley-UCSF Joint Medical Program for students committed to working with underserved communities. She is a national expert on addressing intimate partner violence in the healthcare setting, and coordinates intimate partner violence prevention programs for the San Francisco Department of Public Health.
- Beginning this fall, the Department's M&M time slot will move to the third Tuesday of the month, from 7:30-8:30 am in the Memorial amphitheater. There will be no meetings this summer. The September and January time slots will be used for business meetings for faculty salaried by the Department.

Recruitment and retention
- People who are leaving the department:
  - Christie Langenberg, MD (Barre and Sports Medicine)
  - Kosta Deligiannidis, MD (Barre)
  - Abhi Patil, MD (Fitchburg)
  - Jen Buckley, MD (Hahnemann)
  - Shelby Freed NP (Family Health Center)
  - Harmony Stratton, MD (Family Health Center)
Laura Petras, MD (Family Health Center)

- New recruits:
  - Kristina Gracey, MD, MPH (Albany Medical Center PG-III => Barre residency faculty)
  - Mark Fitzgerald, MD (Hahnemann PG-III => Hahnemann residency faculty)
  - Amber Hewitt, PsyD (Integrated Primary Care Fellow => Fitchburg Behavioral Science Director)
  - Jill Tirabassi, MD (Univ of Colorado Family Medicine resident and Notre Dame Sports Medicine Fellow => Fitchburg residency/Sports Medicine at 4 sites, including two new ones)
  - Deborah Dreyfus, MD, MSc (BU Family Medicine Faculty => FM continuity and ID/DD practice with Bob Baldor in the Benedict Building plus continued practice with Commonwealth Community Care)
  - Maria Michas, MD, MPH (=> UMass Memorial AVP and Medical Director for Employee Health and Occupational Injury Care and Wellness)
  - Stella Lopez (part time Behavioral Health at Plumley Village)
  - Patty Angevine (LICSW in the Benedict practice)

- We are currently recruiting for:
  - 2 faculty at the Barre Family Health Center (at least one a DO who can provide OMT services)
  - 1 faculty member at the Hahnemann Family Health Center, with obstetrics
  - 1 faculty member at Benedict Family Medicine
  - 1 faculty member for Fitchburg Family Medicine
  - the Community Medical Group is recruiting for several Family Physicians
  - Both Family Health Center and the Kennedy Health Center are actively recruiting
  - One or more research faculty (MD or PhD) - supported entirely by the department and/or in partnership with the Meyers Primary Care Institute

- Lucy Candib, MD has retired from her clinical practice at Family Health Center

**Appointments**

- Lisa Gussak and Michael Kneeland have been appointed to the Admissions Committee
- Tracy Kedian has been appointed Assistant Dean for Academic Achievement. While her primary employer will shift from FHC/W to UMass, she will continue to maintain her 30% practice at FHC/W.
- Pablo Hernandez will be joining the Kennedy Health Center this summer as their Chief Medical Officer

**Medical School**

- The class of 2020 is filled with an expansion to 150 - this has been an accelerated process, including 25 out-of-state students. The class includes 40 individuals from underrepresented minorities. The class of 2021 will include 162 students, including 25 students committed to the Baystate track.
• VA:
  o The VA is developing clinics on the 7th floor of the ACC to complement their Community-based Outpatient Clinic on Lincoln Street, with enhanced behavioral health and/or substance abuse, timed for September.
  o The medical school has submitted a competitive bid to build a whole new CBOC on the campus.
  o The Department (Stacy Potts) is working with the VA to explore expansion of the Worcester Family Medicine Residency by 3 positions (one each year) with support coming from the VA.
  o The Department (Linda Weinreb) is in active discussion with the VA regarding a shared faculty position devoted to research.
• The Department has been asked to develop a new fellowship devoted to Addiction Medicine. Jeff Baxter is taking the lead in developing a proposal.

Clinical System
• Planning is underway for an ambulatory surgery center for Shrewsbury
• The Epic rollout has been moved to October 1, 2017 to allow for bringing on HealthAlliance at the same time. This matches with the fiscal year and provides less disruption for summer schedules
  o David Gilchrist and Marcy Boucher are our two faculty representatives to the Epic conversion, each with 20% protected time, which they have been using to attend a series of planning and design meetings. They will be providing periodic updates through the Monday Memo.

Group Practice
• There is a high degree of concern about the latest climate survey results. Each chair has been asked to get feedback from their faculty regarding the results, and to report back at joint meetings with the senior management team of the hospital. Dan Lasser has been presenting the Department’s results at health center faculty meetings, and is bringing feedback from those meeting back to the Group.
• The Management Team (the chairs and senior medical group execs) have established several working groups devoted to strategic planning, including:
  o Governance: Ken Rock, Steve Tosi, Bob Finberg, Dan Lasser
  o Faculty Engagement: Doug Ziedonis and Julia Johnson
  o Branding: Max Rosen and Mitchell Sokoloff
  o Growth: Demetrius Litwin and Mary Lee
  o Population Health: John Greenwood
  o Service culture: David Ayers and Shubi Kaur

In addition to the announcements he also reiterated the expectations for members of the leadership team:

1. Think Department-wide
2. Serve as a communications link between leadership and faculty
3. Actively engage in problem solving with other leaders
   a. Embrace conflict with respect and trust
   b. Escalate if unsuccessful
4. Meetings
   a. Start on time, end on time
   b. Agendas and materials provided ahead of time
   c. No computer or cell phone use
   d. Attention to follow-up

5. Escalate issues that impact on Departmental visibility, vulnerability, or liability

**Brief Updates:**

**Department A3 Underway** – Dave Gilchrist gave the team a brief update on the progress of his A3 entitled “Increasing Revenue in Family Medicine” which is focused on new clinical initiatives that the Department should invest in to generate an additional $250k in revenue. Ideas currently being developed include: development of a suboxone program, expansion of sports medicine, facilitation of coding workshops for physicians, development of a model for group visits and development of an assisted living/home care program. Dave is continuing to flesh out these ideas with the appropriate parties and will provide monthly updates to the team.

**Wellness Committee Update** – Tina Runyan and Ginny Van Duyne have been meeting monthly with a group of faculty with an interest in improving the well being of the faculty at large. Two assessments have been completed including a needs assessment designed by the committee and a burnout inventory which was produced and distributed by an outside vendor. The data is included at the end of the document for review.

Len Levin is working on the development of an additional resource site as part of the FMCH Resources site which resides on the Lamar Soutter Library website. The Committee is asking for some administrative support from the Department to help maintain the site, coordinate and support a CME activity, budget a small amount for the initiative at each health center.

**ACTION ITEMS:** Tina and Ginny will work to breakout the faculty response data from that of the residents/trainees. They may also meet with Linda Weinreb to further analyze the data. A future meeting with Dan Lasser, Dennis Dimitri and Alan Chuman will be scheduled to discuss next steps in terms of financial and administrative support.

**Discussion:**

**The Final Report of the Review Committee (Department’s 5-Year Review)** – Dan Lasser started the discussion by asking the team to share their initial impressions of the complete report and asked “Did they get it right?” Comments from the team are below:

- Supported the feeling that the school could be more financially supportive of us as a Department
- Noted that we are poised to be a leader in the institution but we are not doing enough of that
- We are a good solid Department but how can we move to the next step?
- System needs to value primary care and the clinical work that we do
• Confirmed that we don’t always know what others are doing within the larger system and even in the Department

• We need to be more purposeful about having a seat at the table for areas where we have expertise

• Being reactive as a Department is a fair representation. Our work is impacted by the rules imparted on us by MassHealth, BCBC, etc.

• Do we know where we are going or want to go over the next 5 years. For example, making a decision to provide case management within the practices. We know this is what our patients need, so we do it, show a result and improve a broken system. He added that we need to decide how we will provide the best care possible with the most value to our community.

**ACTION ITEMS:**

1. Dan has a meeting coming up with Michele Pici (EMK) and Tom Byrne (FHCW) regarding the development of the ACO. His discussion with them will focus on: where are we going, what we value and where we can be influential.

2. Dennis suggested drafting a white paper on this issue and would like to see it used to guide us and infiltrate all areas of the organization.

3. Dan and Dennis will bring the answers to some of these questions back to the Senior Leadership Team for further discussion before sharing with the Leadership Team at a future meeting.