

**Department of Family Medicine and Community Health**

# **ANNUAL REPORT**

## **2012-2013**



**Department of Family Medicine and Community Health  
University of Massachusetts Medical School/UMass Memorial Health Care**

**Annual Report: October, 2012 through September, 2013**

**Introduction**

We are a large, diverse academic and clinical Department at UMass Medical School and the UMass Memorial Healthcare System. Our faculty are united by a common mission, to set the highest standard of patient care, education, and research in Family Medicine and in Community Health, with a commitment to improving the health of populations, with special emphasis on those most vulnerable.

The accomplishments of our faculty bring life to our vision of national recognition for innovation and impact in our two complimentary disciplines.

This Annual Report highlights our accomplishments in these areas over the past year. In contrast with past years, this is an abbreviated version, shifting many of our listings of activities and accomplishments onto our website at <http://www.umassmed.edu/fmch/index.aspx>. In addition to the listings of faculty, publications, etc., we have placed the metrics we follow to measure our success on the website.

The summary focuses on the four content areas that shape our strategic plan – education, research, clinical care and community health. It also highlights the organization and culture of our faculty. It's a very talented group, with lots to be proud of.

In 2014, we are making practice improvement a priority, moving on from the legacies of fee-for-service care and the traditions of the academic "model family practice unit," which have focused on the needs of our learners more than of our patients. While we have certified several of our practices as Patient Centered Medical Homes, we have a long way to go before we are working smarter, not just harder. We are learning new ways of problem solving, utilizing LEAN techniques. We are focusing on quality improvement and population management, as we become a learning organization, sharing and disseminating ideas generated by exemplars across the Department.

It's a challenging time for all of us to be in Family Medicine and in Community Health.

Daniel Lasser, MD, MPH  
December, 2013

**On the cover:** At its world conference in Prague this past summer, WONCA (the World Organization of Family Doctors) conferred their 5 Star Family Doctor Award upon a longstanding member of our faculty, **Lucy Candib, MD**. The award recognizes a family doctor from across the globe for excellence in clinical care, decision making, communication, community leadership and team orientation (see page 17).

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## Clinical Services

The Department's clinical activities are dedicated to our strategic goal ***to promote and provide innovative, high quality, evidence-based clinical care delivered to diverse communities.***

Dennis Dimitri, MD, serves as Vice Chair for Clinical Services. The Department credentials clinicians providing care across central Massachusetts; a roster can be found at the end of this section. Our total credentialed physician membership has grown to 160, with over 80% serving as members of the Active or Active Referring medical staff at UMass Memorial Medical Center, indicating that the Medical Center is their primary hospital affiliation. This represents a 10% growth in the last two years. Of this group:

- Approximately 60% are members of the UMass Memorial Medical Group, including academically oriented faculty based at the University and within the Worcester and Fitchburg Family Medicine residencies, and clinicians based within the Medical Group's Community Medical Group sites across Worcester County;
- Over 20 % are based at our two Worcester Community Health Center partners, Family Health Center of Worcester, and Edward M. Kennedy Heath Center; and
- About 15% are in independent practices.

In northern Worcester County, members of the Medical Group include academically oriented faculty in the Fitchburg Family Medicine Residency, and physicians in the Community Medical Group, maintaining courtesy staff appointments at UMass Memorial Medical Center, utilizing UMass Memorial's member hospital, HealthAlliance Hospital in Leominster, for inpatient services.

In addition to physicians, 15 affiliate staff are credentialed by the Department, including nurse practitioners, physician assistants, and clinical psychologists.

**Inpatient Care at UMass Memorial Medical Center:** Details regarding ambulatory practice sites can be found on our web site. While we don't have exact numbers reflecting clinical activities across all sites, inpatient statistics serve as a proxy for how busy our practices are.

At the Medical Center, the Department manages its own Family Medicine Inpatient service (FMIS), based on South 6 at the Memorial campus. FMIS serves as home for a large portion of inpatient resident training for the Worcester Family Medicine residency. Data from fiscal year 2013 indicate:

- Hospital discharges by Family Physicians, including our Hospitalist service: 3,871 patients (2,649 adults, 2 children, 665 newborns, and 555 obstetrical patients), and
- Hospital discharges by specialists caring for patients referred from our practices: 6,960 patients

Over the past two years, these numbers – 10,831 in total – have remained stable, with a slight increase in adults accompanied by an equally small decline in newborns and in obstetrical patients.

**Hospital Medicine Service:** While a few members of the Department still round on their own inpatients, the majority rely on the Department's Hospital Medicine service at the Memorial campus. Faculty on

the service cared for 2,145 adult inpatients in FY13, a number that has increased by more than 50% over the last two years as most practices have turned to the service to manage the care of their adult inpatients. The practices of over 75 Family Physicians are now covered by the service. Beth Koester, MD joined the Department in 2013 as Director of the Family Medicine Hospital Service.

The Hospital Medicine team is integrated with the residency's Family Medicine Inpatient Service, providing teaching to residents and medical students. The hospitalist faculty provide a standardized curriculum for residents on their adult inpatient rotations. They are involved in undergraduate education as well, through small group leadership of the third year didactic curriculum in Family Medicine, as well as oversight of the fourth year Family Medicine Subinternship.

**Family Medicine Maternity Services in Worcester:** Maternity care in Worcester takes place at UMass Memorial's Memorial campus, which is also the perinatal and neonatal referral center for central Massachusetts. Though the absolute number of deliveries performed by family physicians at UMMMC has decreased slightly over the last four years, the percentage of total UMMMC deliveries performed by family physicians during this time period has been stable at 14-15%.

2013 saw the development of a Department-wide obstetrical coverage system that includes Family Physicians at residency sites, community health centers, and in community practices. This has resulted in the ability to provide greater organized supervision and exposure of residents to Family Medicine maternity care, increased obstetrical experience for the attending physicians participating in the coverage system, and better standardization of care. The larger organized coverage system has also responded to the needs of faculty participants for an improved work life balance by spreading call responsibility over a larger group of participants.

**Our Department Health Centers:** The Family Health Centers managed by the Department include the Barre Family Health Center (Steve Earls, MD, Medical Director), Benedict Family Medicine Services (Joe DiFranza, MD, Medical Director), and Plumley Village Health Services (Katharine Barnard, MD, Medical Director). At our fourth Family Health Center, the Hahnemann Family Health Center, David Gilchrist, MD was appointed Medical Director during FY13.

The Department continued to emphasize practice reengineering, imbedding the elements of the Patient Centered Medical Home in the fabric of all of our health centers. In 2013, the Barre Family Health Center and the Plumley Village Health Center were certified as NCQA level 3 Patient Centered Medical Homes, and the Hahnemann Family Health Center was preparing to submit its application for PCMH certification.

**Patient Care in Fitchburg:** Faculty and residents in the Fitchburg Family Medicine residency maintain their practice in collaboration with Community Health Connections, a federally qualified Community Health Center in Fitchburg. Inpatients are admitted to HealthAlliance Hospital, a UMass Memorial member hospital in Leominster, where the faculty manage their own inpatient and teaching service, including maternity care and a base for some UMass 4<sup>th</sup> year medical students on their required inpatient sub-internship.

**Other clinical services:** Clinical faculty provide clinical services in several additional venues and programs:

- We work in conjunction with Community Healthlink, the provider of choice in Central Massachusetts for mental health, addiction, and homelessness services, providing clinical leadership to Worcester's Homeless Outreach & Advocacy Project (Erik Garcia, MD, Medical Director) and supporting primary care within CHL's outpatient settings.
- Faculty provide student health services for UMass Medical School, (Phil Fournier, Medical Director) and at Clark University, the College of the Holy Cross, and Worcester Polytechnic Institute (Chris Purington, MD, Medical Director).
- Our Sports Medicine faculty and Fellows (Herb Stevenson, MD, Director) provide services from clinics to the sidelines and finish lines at athletic events across the state (including this past year at the finish line at the ill-fated Boston Marathon).
- In Behavioral Health (Sandy Blount, Director), our faculty and Fellows are integrated into primary care settings in an innovative model that has gained national attention.
- Faculty are based with Divisions co-sponsored by our Department and the Department of Medicine in Geriatrics and in Palliative Care (Jennifer Reidy, MD, co-Director).

**Professionally Credentialed Medical Staff (as of 12/31/13)**

**Benedict Family Medicine Services**

Joseph DiFranza, MD (Medical Director)  
Robert Baldor, MD  
Lindsey Cobbett, MD  
Alexa Connell, PhD  
Philip Fournier, MD  
Erik Garcia, MD  
K. Ahmed Hussain, MD  
Mary Lindholm, MD  
Roger Luckmann, MD, MPH  
Kristin Mallett, MD  
Lynn O'Neal, NP  
Ed Zaccaria, MD

Alexander Blount, EdD  
Kimberly Bombaci, MD  
Stephanie Carter-Henry, MD  
Joan Dolan, RNC, FNP  
Michael Ennis, MD  
Gerald Gleich, MD  
Jeremy Golding, MD  
Christine Purington, MD  
Eileen Rafferty, RN, MSN  
Christine Runyan, PhD

**UMass Memorial/Community Medical Group (CMG)  
Holden**

Frederic Baker, MD

**Barre Family Health Center**

Stephen Earls, MD (Medical Director)  
Kosta Deligiannidis, MD  
Allison Hargreaves, MD  
Cynthia Jeremiah, MD  
Steve Martin, MD  
Daniel Mullin, PsyD  
Sam Pickens, MD  
Stacy Potts, MD  
Brian Sullivan, MD  
Kristin Wickstrom, PA-C  
Duncan Wellan, NP

**UMass Memorial/CMG Shrewsbury (Julio Drive)**

Mike Burdulis, MD  
Joseph Daigneault, MD  
Laura Eurich, MD  
Ingrid Fuller, MD

**UMass Memorial/CMG Shrewsbury (Main St.)**

Danuta Antkowiak, MD  
Atreyi Chakrabarti, MD  
Vasilios Chrisostomidis, MD  
Frank Domino, MD

**Hahnemann Family Health Center**

David Gilchrist, MD (Medical Director)  
Ronald Adler, MD

**UMass Memorial/CMG Bolton**

Gerard Fitzpatrick, MD

**UMass Memorial/CMG Worcester (291 Lincoln Street)****Suite 105**

Jeanne Rousseau, MD

**Suite 303**

Malabika Dey, DO

**UMass Memorial/CMG Worcester (Winthrop Street)**

Dilip Jain, MD

**UMass Memorial/CMG Sterling**

Kathryn Maier, MD

Valerie Moreland, MD

Xan Schultes, MD

**UMass Memorial/CMG Harvard**

Thomas Scornavacca, DO

**UMass Memorial/CMG Sutton**

Peter Scuccimarri, MD

**UMass Memorial/CMG Fitchburg**

Karla Christo, MD

Edna MarkAddy, MD

Deepthi Pandraju, MD

Bernard Westerling, MD

**UMass Memorial/CMG Marlborough**

Srilakshmi Anamandala, MD

Julie Ozaydin, MD

**UMass Memorial/CMG Northborough**

Kenneth Stillman, MD

Apeksha Tripathi, MD

**UMass Memorial/CMG West Boylston**

Janet Abrahamian, MD

Bassem Hanna, MD

David Rosenfield, MD

**Geriatrics**

Erika Oleson, DO

**Palliative Care**

Jennifer Reidy, MD (co-Director)

**Sports Medicine**

J. Herb Stevenson, MD (Director, Sports Medicine)

Lee Mancini, MD

**Addiction Medicine**

Jeffrey Baxter, MD

James Broadhurst, MD

**College Health**

Robin McNally, NP

Martha Sullivan, NP

Debra Klempner, NP

**Employee Health**

Lee Anne Saccone, NP

Tracy Cormier, NP

**Hospital Medicine/Memorial Campus**

Beth Koester, MD (Chief)

Shaylin Cersosimo, MD

Iftikhar Khan, MD

Jason Numbers, MD

Patricia Seymour, MD

Saurabh Sharma, MD

Roma Mohan Takillapati, MD

**Hospital Medicine/HealthAlliance**

Ximena Castro, MD

April Cyr, MD

Roberto Larios, MD

Sunil Sarin, MD

**Plumley Village**

Katharine Barnard, MD (Medical Director)

Ken Peterson, NP

Ellen Ruell, PA

Mary Sullivan, NP

**Community Health Connections****Family Health Center**

Nicholas Apostoleris, PhD (Division Director)

Margarita Castro-Zarraga, MD

Felix Chang, MD

Cheryl Divito, DO

Mary DiGangi, PA-C

Sarita Fage, PA-C

Sarah Howard, PA

Barbara Laforce, NP (Leominster)

James Ledwith, MD

Sharon Machado, NP

Kristen McCarthy, DO

Peter McConarty, MD

Abhijeet Patil, MD

Michele Pugnaire, MD

**Community Health Centers****Edward M. Kennedy Community Health Center**

Michele Pici, DO (Medical Director)

Sailaja Allaparthi, MD

Matthew Collins, MD

Elizabeth Dobles, MD

Gina D'Ottavio, MD

Willa Kahn, MD

Anita Kostecki, MD

Daniel Lasser, MD, MPH

Tamara Pascoe, MD

Julia Randall, MD

**Family Health Center of Worcester**

Rebecca Blumhofer, MD  
Phil Bolduc, MD  
Lucy Candib, MD  
Warren Ferguson, MD  
Abdulraouf Ghandour, MD  
Melanie Gnazzo, MD  
Lisa Gussak, MD  
Tracy Kedian, MD  
Cristina Mota, MD  
Claudeleedy Pierre, MD  
Valerie Pietry, MD  
Melissa Rathmell, MD  
Rola Saab, MD  
Monisha Sarin, MD  
Amber Sarkar, MD  
Barry Saver, MD, MPH  
Sara Shields, MD  
Theodore Shoemaker, MD  
Olga Valdman, MD  
Virginia Van Duyne, MD  
Linda Weinreb, MD

**Greater Gardner Community Health Center**

Kim Houde, MD  
Lori DiLorenzo, MD

**Group Practices****295 Lincoln Street**

Dennis Dimitri, MD  
Elizabeth Erban, MD  
Deborah Sullivan, MD

**Westboro Family Medicine**

Daniel Freitas, MD  
Michael Reyes, MD

**Independent Family Practitioners**

Mohammad Alhabbal, MD  
Nancy Berube, MD  
Christopher Bechara, MD  
Edlira Duro, MD  
Sunita Godiwala, MD  
Keith Hilliker, MD  
Zainab Nawab, MD  
Raffia Qutab, MD  
Paul Sahd, DO  
Jeffrey Satnick, MD  
Heidi Shah, MD  
Cindy Steinberg, MD  
Robert Tortolani, MD  
Diana Trister, DO  
Sheila Trugman, MD  
Leonard Waice, DO  
Robert Weitzman, MD  
Jennifer Weyler, MD

**Community Health Connections Family Health Center**

Barbara Sullivan, NP  
Kathleen Sweeney, MD

**St. Vincent Medical Group, Shore Drive**

Nancy Berley, MD  
Heather Mackey-Fowler, MD  
Lisa Noble, MD

**Boston Osteopathic Health**

Kristen Foley, DO  
William Foley, DO  
Katherine Riggert, DO

**Taunton State Hospital**

Patricia Bazemore, MD

## Education

The department's educational programs are dedicated to our strategic goal to **serve as a leading resource for meeting the primary care and public health workforce needs of the Commonwealth of Massachusetts**. Bob Baldor, MD, serves as Vice Chair for Education.

**Medical student education:** The faculty have extensive involvement across all four years of the curriculum. The school's *Learning Communities* are co-directed by Mike Ennis, MD (who is also Head of Blackstone House); Phil Fournier, MD is Head of Kelley House. In 2013, the very successful *Longitudinal Preceptorship Program* placed 1<sup>st</sup> and 2<sup>nd</sup> year students with 40 family physicians who hosted them in their practices. Suzanne Cashman, ScD co-directed the *Determinants of Health* course, and she and Mick Godkin co-directed the second year *Population Health* clerkship. In the clerkship, 28 small groups, mostly facilitated by departmental faculty, covered a diverse range of community health topics.

The required third year *Family Medicine Core Clerkship* (Mary Lindholm, MD, Clerkship Director) continues to be highly rated, with 85 faculty serving as preceptors. The fourth year includes a robust *Family Medicine Subinternship* (Patricia Seymour, MD, Director) with twenty-one student placements at HealthAlliance Hospital in Leominster or at the Memorial campus in Worcester. The *Senior Scholars* program (Judy Savageau, MPH, Director) oversaw a total of 25 projects, three of which were supported by Department faculty. Approximately 75 students participated in fourth year electives ranging from ambulatory office care to sports medicine and from healthcare for the homeless to correctional health care experiences. Sixty students participated in Frank Domino's writing elective and 25 students participated in his Professional and Leadership elective. In addition, many faculty offered experiences for the medical school's new "Flexible Clinical Experiences," including *Adventures in Prison Medicine, Care of the Older Adult in the Home, Country Doctoring-Rural Medicine, Health Behavior Change, Policy and the US Health Care System, Tic Borne Illness, Traditional Osteopathy, and DynaMED EBM*.

Department faculty are also teach in the third year "Interstitial Curriculum," focusing on Disabilities (Linda Long-Bellil, PhD, JD, Project Director); Health Policy (Bob Baldor, MD, Director); Pain Management (Jeff Baxter, MD, Director); and Multiculturalism (Warren Ferguson, MD, Director)

UMass medical students continue to match into competitive residencies well above the national rate with 10.6% of this year's class choosing Family Medicine:

- Sherar Andalcio Einstein/Montefiore
- Louis Berk SUNY HSC Brooklyn
- Elise Bognanno Greater Lawrence Family Health Center
- Emily Carter Maine Medical Center
- Andrew Chandler Cambridge Health Alliance
- Seth Curtis Swedish Medical Center, Seattle, WA
- Alyssa Finn Beth Israel, New York
- Mark Fitzgerald UMass/Hahnemann Family Health Center
- Olivia Liff Boston University Medical Center
- Anna McMahan UMass/Hahnemann Family Health Center
- Vincent Minichiello University of Wisconsin School of Medicine
- Megan Weeks Swedish Medical Center, Seattle, WA

**Graduate Education:** Our graduate training programs continue to attract competitive applicants from around the country. The *Worcester Family Medicine Residency* (Stacy Potts, MD, MEd, Director) has expanded to 13 slots a year (39 total) and the *Fitchburg Family Medicine Residency* (Jim Ledwith, MD, Director) now has a complement of 6 per year (18 total), in part supported by an ARRA expansion grant (Bob Baldor, PI). The *Primary Care Psychology Fellowship* (Tina Runyan, PhD, Director), which includes three postdoctoral Fellows, maintains an active role in training across the Department from engagement with residents to the medical students. Our *Sports Medicine Fellowship* (Herb Stevenson, MD, Director), training two Fellows, continues to be actively engaged in teaching for the Department and medical school, while expanding clinical services and supporting local high school and college health programs. Several of our Sports Medicine faculty were on the scene at the Boston Marathon bombings this year, providing emergency care to injured runners and spectators. Our *Preventive Medicine Fellowship* (Jacalyn Coghlin-Strom, MD, MPH, Director) was awarded a 10 year re-accreditation, in recognition of the ongoing excellence in training public health focused physicians. Competitive applicants continue to rise for all of our post-graduate programs with excellent match fill rates.

**MPH program:** A Master of Public Health (Jacalyn Coghlin-Strom, MD, MPH, Director) is offered through the Department at the University campus. The degree is accredited through the School of Public Health and Health Sciences at UMass/Amherst. Courses are taught in Worcester by faculty from both campuses. The MPH Program draws a wide spectrum of students, including UMass residents and fellows, area physicians, veterinarians, nurses, along with physicians from other countries and other health professionals looking to broaden their knowledge of Public Health.

Seventeen students graduated from the MPH Program during the past year, and program graduate N. Alyson Porter, was inducted into the Rho Chapter of the Delta Omega Honor Society, a prestigious public health honor society. In addition, eight of our graduates were accepted into the Phi Kappa Phi Honor Society, an academic honor society.

Innovative federal training grants from the Health Resources and Services Administration support curricular efforts. The Predoctoral Education grant (Bob Baldor, MD, PI) provides support for the medical student curriculum focused on cultural competency, global health and the Patient Centered Medical Home. The Worcester Family Medicine Residency grant (Stacy Potts, MD, PI) supports curriculum development and training in the Patient Centered Medical Home. The Fitchburg Family Medicine Residency grant (Jim Ledwith, MD, PI) focuses on geriatric education.

Faculty, fellows and residents have presented their work through publication and presentations at a number of national meetings, including the predoctoral and annual meetings of the Society of Teachers of Family Medicine, the Family Medicine Education Consortium, the American Medical Society of Sports Medicine, the American College of Sports Medicine, the Collaborative Family Healthcare Association, and the annual meeting of the American Public Health Association. A complete listing of presentations can be found on our website.

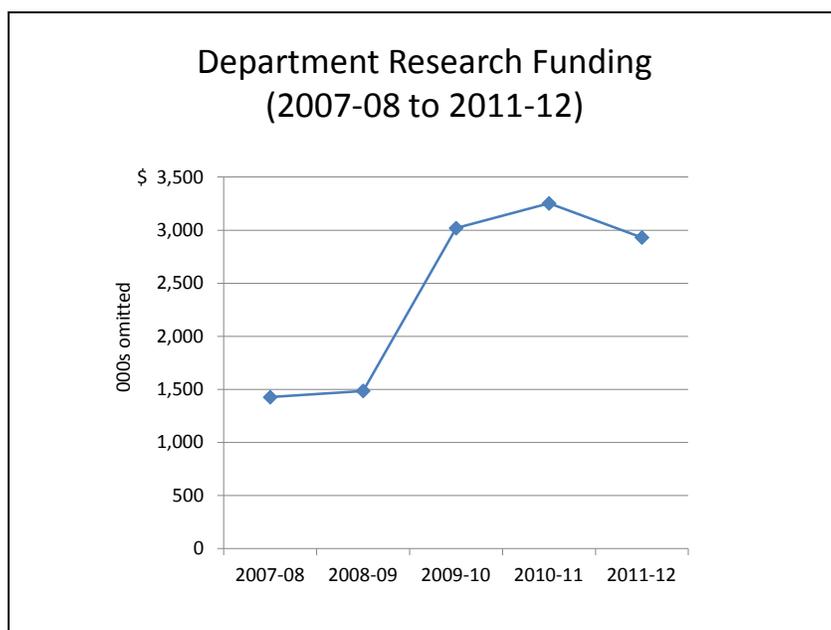
## Research

Research activities are dedicated to the Department's strategic goal to ***increase its national recognition for its research focused on health promotion and disease prevention and on innovative approaches to delivering evidence-based practice in primary care, with a particular focus on eliminating socioeconomic and racial health disparities.***

Linda Weinreb, MD, serves as Vice Chair for Research. The Department had a very productive and successful year of research achievements that was marked by the receipt of significant extramural funding and national visibility, strong collaborative relationships with our community and medical school partners, and growing scholarly accomplishments by our education and clinical faculty.

We focus on three key objectives for research – core research activities, collaboration, and support of a scholarly environment across the Department. Highlights related to the first objective - *the Department's core research faculty will expand the productivity, visibility, and relevance of its research* - include the following:

- We implemented a cohesive infrastructure to promote collaboration among department faculty
- The Department was ranked 9th in 2012 among Family Medicine Departments receiving NIH funding. Research funding totaled \$2,931,000 in 2012:



- Selected new grants in 2012-13 include:
  - *Kidsteps II: Promoting School Readiness through Social Emotional Skill Building in Preschool (US Department of Education; Upshur, PI) 4 years, \$3,499,995*
  - *Community Health Workers Using Patient Stories to Support Diabetes Management (UMASS Center for Health Equity Intervention Research (NIMHD; Hargraves, PI) - 5 years, \$764,758*

- *The Impact of Physician non-English Language Proficiency Level on Cancer Screening (NCI; Ferguson, PI) 2 years, \$40,104*
- 58 manuscripts were published in 46 medical journals in 2012-2013. A selection includes:
  - Katharine Barnard. *Health Literacy: A Family Doctor's Perspective*. Worcester Medicine 2013;77(1):9-10.
  - Joe DiFranza, et al. *Responses to Environmental Smoking in Never-Smoking Children: Can Symptoms of Nicotine Addiction Develop in Response to Environmental Tobacco Smoke Exposure?* J Psychopharmacol 2013;27(6):533-540.
  - Warren Ferguson et al. *Impact of New Therapeutics for Hepatitis C Virus Infection in Incarcerated Populations*. Top Antivir Med 2013;21(1):27-35.
  - Tracy Kedian, Lisa Gussak, Judy Savageau et al. *An Ounce of Prevention: How Are We Managing the Early Assessment of Residents' Clinical Skills?* Family Medicine 2012;44(10):723-726.
  - Wen-Chieh Lin and Robin Clark: *"The Mental Health and Substance Use Workforce for Older Adults: In Whose Hands?"* IOM Report, National Academies Press, 2012
  - Linda Long-Bellil, et al. *Training Physicians about Caring for Persons with Disabilities: "Nothing About Us Without Us!"* Disability and Health Journal 2012;5:136-139.
  - Dan Mullin and Joe Stenger. *Ethical Matters in Rural Integrated Primary Care Settings*. Family Systems and Health 2013; 31(1):69-74.
  - Barry Saver, et al. *The Central Role of Comorbidity in Predicting Ambulatory Care Sensitive Hospitalizations*. Eur J Public Health, 2013 (epub ahead of print).
  - Bill Shaw, Glenn Pransky et al. *Distressed, Immobilized, or Lacking Employer Support? A Sub-classification of Acute Work-related Low Back Pain*. J Occup Rehabil 2012;22(4):541-552.
  - Carole Upshur, Linda Weinreb, M Bharel. *Homeless Women and Hazardous Drinking: Screening Results in a Primary Care Setting*. The American Journal of Addictions. In press
- 107 presentations were made at 45 regional, national and international conferences in 2012-13. A selection includes:
  - Bob Baldor, Stacy Potts, Jim Ledwith, Joe Gravel, Judy Savageau, et al: *Hospitalist Involvement in Family Medicine Training (CERA Survey Results)*" (STFM Annual Spring Meeting)
  - Alexandra Bonardi: *"An Intervention to Monitor and Reduce Fall Rates Among Adults with Intellectual Disability"* (2012 International Association for the Scientific Study of Intellectual Disability World Congress)
  - Suzanne Cashman: *"Eat, Walk, Sleep Discuss: Building Participatory Research Using Many Small Steps"* (American Public Health Association annual meeting)
  - Robin Clark and Jeff Baxter: *"The Impact of Prior Authorization on Buprenorphine Dosage, Relapse and Cost"* (Addiction Health Services Research Conference)
  - Warren Ferguson: *"Drug Utilization and the Pharmaceutical Pipeline: Correctional Health Care Formulary Considerations"* (6<sup>th</sup> Annual Academic and Health Policy Conference on Correctional Health)
  - Gerry Gleich, Carole Upshur, Pam Grimaldi and Allison Hargreaves: *"Implementing a Chronic Pain Management Protocol in a Residency Practice"* (STFM Northeast Regional Conference)
  - Jay Himmelstein and Michael Tutty: *"Information Technology in Support of Health Insurance Exchanges and Integrated Eligibility Systems: Initial Findings from the Early Innovator States"* (National Medicaid Enterprise Systems Conference)
  - Monika Mitra: *"Health Needs and Disparities Among Women with Disabilities: Overview of Current Research Knowledge"* (Forum on Women with Disabilities)
  - Jennifer Reidy and Joe Stenger: *"Navigating the Crisis: Family Meetings at Key Decision Points in Medical Care"* (Northeast Regional STFM Education Consortium)

- Ted Shoemaker and Judy Savageau: *“Increasing the Accuracy of Preventive Health Documentation in an Ambulatory EMR Using Formal Quality Science”* (STFM Annual Spring Meeting)
- Linda Weinreb: *“Behavioral Health Integration: Best Practices and Challenges – From Theory to Practice”* (National Health Care for the Homeless Conference)
- Amber Wiekamp and Cristina Mota: *“Colaboracion: Fostering a Sustainable Global Health Track”* (Global Health Workshop)

Highlights related to the second objective - *Working with community practices and partners, Medical School departments, and Commonwealth Medicine, we will enhance our approaches to research collaboration that are bidirectional and responsive to community priorities* – include several active research partnerships:

- **UMMS Division of Preventive and Behavioral Medicine:**
  - *Prevention Research Center (Suzanne Cashman, Co-Investigator)*
- **UMMS Quantitative Health Sciences:**
  - *UMass Center for Health Equity Intervention Research (NIMHD): Community Health Workers/Diabetes Management (Hargraves, PI); Education & Training Core (Upshur, PI); and Community-Engagement Core (Cashman, Co-Director)*
- **University of Massachusetts Center for Clinical and Translational Science**
  - *Community Engagement Section (Suzanne Cashman, Co-Director)*
- **Family Health Center of Worcester and Edward M. Kennedy Health Center:**
  - *Meeting the Needs of Pregnant Women with PTSD in Healthy Start (HRSA/MCHB; Weinreb, PI);*
  - *Influence and Evidence: Understanding Consumer Choices in Preventive Care (PCORI; Saver, PI)*
- **Massachusetts Department of Public Health**
  - *Direct Engagement of Stakeholders in Translating CER into Clinical Guidelines (PCORI; Luckmann, PI)*

Other active partnerships include Commonwealth Medicine, MassAHEC and the Meyers Primary Care Institute.

Highlights related to the third objective - *We will enhance the scholarly environment across the Department through strengthened efforts in the residencies, fellowships, at each of our health centers, and will promote the scholarly activities of junior faculty* – include the following:

- Resources to support faculty scholarship including research question development and assistance with research study design, implementation, analyses and write up.
- New Mentoring Pilot Project provides a structured program to assist many of the mentor-mentee pairs with research and scholarly projects.
- 17 clinical and education faculty were provided with assistance in developing grant applications, designing study protocols and data collection instruments. Support was provided in data collection, and management and analysis, and in developing IRB applications, conference presentations and journal manuscripts. Work with this group resulted in five publications, ten presentations at regional, national and international conferences, and two funded grant submissions.

## Community Health

Programs in Community Health are dedicated to our strategic goal *to distinguish itself and be recognized nationally for integrating community health into family medicine practice, training and scholarship*. Warren Ferguson serves as Vice Chair for Community Health, with guidance from an interdisciplinary Community Health Steering Committee. In 2012-13, a series of metrics were chosen to measure progress toward three key objectives.

### **Objective 1: Partnership with community agencies:**

The first objective is to *serve as an academic partner with community agencies and public health entities in the development of community-responsive services to improve health equity and reduce health outcome disparities*. Progress toward this objective is measured via an inventory of active partnerships and collaborations, including the following highlights:

**Community Health Centers:** Longstanding relationships with Family Health Center of Worcester (FHCW), Community Health Connections (CHC) and Edward M. Kennedy Community Health Center (EMK) continued to flourish. Faculty from each site participate in hospital care, teaching, research and scholarship. All serve as training sites for medical students and two serve as the ambulatory training sites for the department's two Family Medicine Residencies and the Fellowship in Integrated Primary Care Psychology. Highlights for the year include:

- Collaboration on a Center for Health Equity and Intervention Research study to improve hypertension outcomes for patients at FHCW: Patients with hypertension were provided with a self-management intervention utilizing storytelling, with support from community health workers
- Quality improvement activities at FHCW: Medical student Kayla Mahoney, working with Sara Shields, MD, implemented a program that led to a dramatic increase in the number of fluoride varnishes being provided to Worcester's families
- Family Medicine residents in Fitchburg formed teams to conduct Community Health projects with local public health officials. The projects focused on topics including hypertension screening at a Hispanic Cultural Center, development of community resources to respond to unhealthy hoarding behaviors in residential settings, assisting with development of an after school program to promote healthy food choices, and strengthening programs to promote breast feeding. Residents attended Public Health meetings to observe the processes required to institute change in the public sector.

The Department also maintained an academic affiliation with the Greater Lawrence Family Medicine Residency, located at the Greater Lawrence Family Health Center.

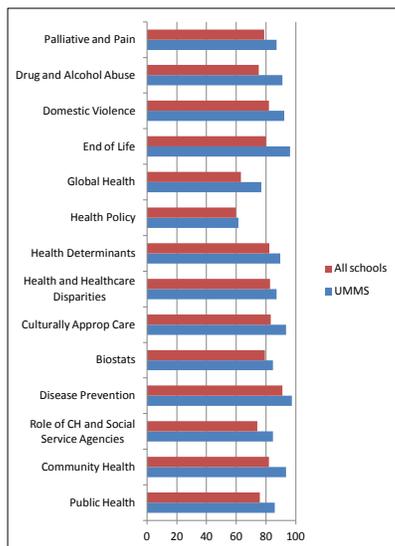
**Worcester Department of Public Health (WDPH):** Commissioner Michael Hirsch, MD and Director Derek Brindisi joined the Community Health Steering Committee. Faculty contributed to the city's Community Health Improvement Plan (CHIP), working with Monica Lowell, UMass Memorial Vice President for Community Relations, in activities devoted to primary care and wellness, and playing a

leadership role in activities related to health equity and health disparities. Through the Department’s summer Service-Learning Assistantship, two medical students supported DPH in rolling out a teen drug awareness campaign, engaging youth leaders in providing preventive health information to their peers.

**Worcester Common Pathways:** A Community Health Network Area (CHNA) is a local coalition of public, non-profit, and private sectors working together to build healthier communities through community-based prevention planning and health promotion. Over the past year, faculty participated in major ways with Common Pathways, the central Massachusetts CHNA. Suzanne Cashman ScD and Heather-Lyn Haley PhD contributed to the Steering Committee, the Behavioral Health and Medical Services workgroup, and a workgroup focused on translating the results of community-based participatory research into practice. This work resulted in an inaugural May Day Mental Health Summit, as well as an annual legislators’ and researchers’ Breakfast Symposium in early winter. Heather-Lyn Haley, PhD served on the planning committee for the Common Pathways Summer Community Conversation Series. Now in its fourth year, these community conversations engage dozens of community residents annually in advancing mutual understanding of health priorities and needs.

**Objective 2: Integration of Population Health into Practice**

The second objective for Community Health is to *integrate training in population health concepts and the application of community health strategies within clinical practices as we create patient-centered medical homes*. Evaluation utilizes annual surveys of Family Medicine residents, as well as on the AAMC Graduate Questionnaire’s results of the community and public health domains, providing comparison data for UMass Medical School graduates contrasted with all U.S. medical students:



- **Results of 2012 UMMS GQ community health questions (end of fourth year)**
- **73% of students report they’ve had experience related to health disparities. (All schools—69%)**
- **76% of students report they’ve had experience related to cultural awareness and cultural competence. (All schools—69%)**
- **84% reported experiencing required interprofessional curricular activities (All schools—69%)**

Source: 2012 AAMC Graduate Questionnaire

**Objective 3: Internal partnerships:** The third objective for Community Health is to *serve as an academic partner for Commonwealth Medicine and other departments to establish and evaluate innovative and sustainable models of health care for diverse and vulnerable populations.* Progress toward this objective is measured through collaborative projects with external funding, national presentations and publications focused on community health, and invited consultancies in community health.

Department faculty had a highly productive year with respect to scholarly work in community health. Strong relationships and collaborations with Commonwealth Medicine, Quantitative Health Services and the Division of Preventive and Behavioral Health have led to several successful outcomes. The following table captures grants and dissemination products for 2012-2013, organized according to the five domains of the CHNA’s Community Health Improvement Plan:

<b>Community Health Improvement Domain</b>	<b>Grants</b>	<b>Publications</b>	<b>Presentations</b>
1. Healthy Eating and Active Living	1	2	3
2. Behavioral Health and Substance Abuse	6	19	11
3. Primary Care and Oral Health	12	8	15
4. Violence and Injury Prevention	0	3	3
5. Racial and Ethnic Health Equity	4	8	9
Total	<b>23</b>	<b>40</b>	<b>41</b>

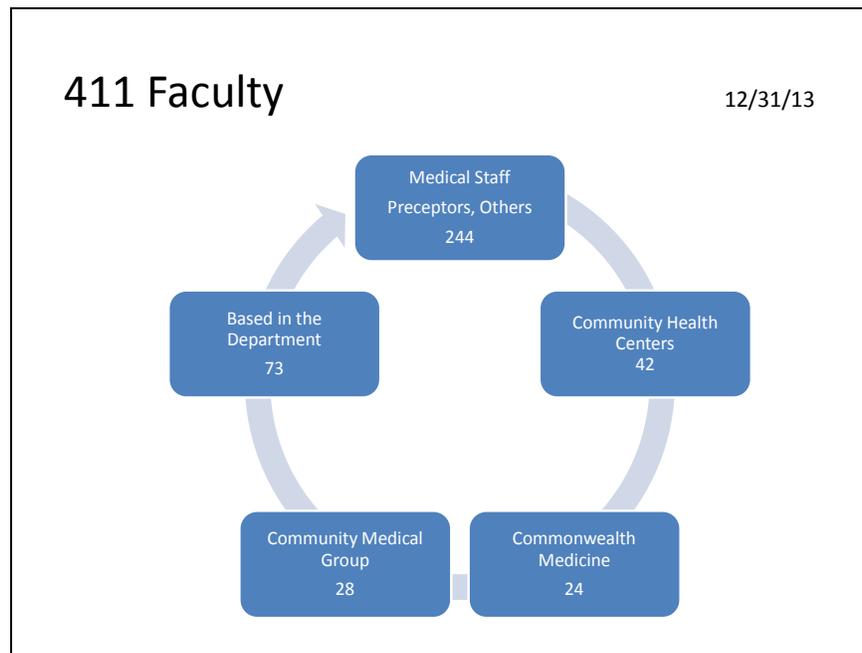
## Faculty Organization and Culture

With a diverse faculty working across several geographic sites, we strive to ***be a highly functioning academic and clinical Department, with a leadership and management infrastructure will be mission-driven, aligning planning and implementation, clarifying expectations, and supporting a culture of innovation and professional growth.***

**Snapshot:** On December 31, 2013, there were 411 faculty appointed in the Department working across a variety of settings:

- Directly employed by the Department;
- Based at four federally qualified Community Health Centers (Family Health Center of Worcester, Edward M Kennedy Community Health Center, and Community Health Connections, as well as at the affiliated Greater Lawrence Family Medicine Residency);
- Based within Commonwealth Medicine, UMass Medical School's health care consulting division serving government agencies, nonprofits, and managed care organizations; and
- Based within UMass Memorial Medical Group's community-based division, the Community Medical Group, making significant contributions to the Department

The largest concentration of faculty comes from locations across central Massachusetts and the Commonwealth. It includes Family Physicians across the state who host medical students in their offices, physicians who teach our residents and fellows, health care professionals and leaders in community agencies, and many others who contribute to the Department's programs:



**Climate surveys:** In February, 2013 the faculty rated the Department’s culture utilizing a survey designed to assess the extent to which the Department functions as a “high performance organization.” A similar survey had been conducted in 2011. Both surveys indicated that faculty members are drawn to a mission-oriented Department with highly talented colleagues for whom they have a high degree of trust and respect. The surveys also indicated the importance of programs to increase transparency in decision-making and to support the personal and professional growth of the faculty.

In 2013, the UMass Memorial Medical Group conducted a “Physician Engagement” survey of its membership and of the private medical staff at UMass Memorial Medical Center – 950 physicians in total – with the goal of determining levels of job satisfaction, particularly related to clinical practice settings. Ratings of the “engagement” of faculty physicians in the Department were among the highest scores from across the Medical Group.

Both surveys revealed concerns related to increasing financial and clinical pressures, with a shifting emphasis from academic to clinical work. They also found concerns about levels of support for clinical staffing and for information technology systems.

Over several years, the Department has instituted a series of initiatives to address faculty retention and succession planning, and to respond to concerns expressed within these surveys. Initiatives have included orientation breakfasts for new faculty throughout the year, formal sessions at faculty retreats to clarify the promotions process, Department-wide business meetings of members of the Medical Group, creation of a Task Force to review the faculty compensation plan, creation of faculty awards for teaching and research, and review of the details of the compensation plan at faculty meetings. The appointment process for leadership positions has been formalized, with more use of search committees. In 2012, the Chair initiated meetings with a “Kitchen Cabinet” comprised of junior faculty.

In 2013, the Department initiated a program for 17 mentor/mentee pairs in an 18 month mentorship program including orientation and training sessions, reporting expectations, and an evaluation process.

In 2014, the Department has embarked on a series of projects to utilize LEAN methodologies to create process improvements within work settings enabling faculty and staff to be empowered to improve their practices on a regular basis.

### **Recognition**

**Lucy Candib was awarded WONCA’s 5 Star Family Doctor Award:** In June, at their world conference in Prague, the World Organization of Family Doctors (WONCA) awarded their “5 Star Family Doctor Award” to Lucy Candib, MD. McMaster University’s Cheryl Levitt, MD recognized Dr. Candib in her nominating letter as “a serving physician who . . . in addition to providing regular family physician comprehensive service . . . also provides innovative services to her community, to her colleagues in other countries such as Ecuador and through WONCA, and performs academic work . . . of exceptional quality and relevance. Lucy serves as a role model to family physicians throughout the world and her work extends well beyond Worcester, Massachusetts.” The full text of the nomination can be found at <http://www.globalfamilydoctor.com/News/LucyCandibWONCANorthAmericaFiveStarDoctor.aspx>

### **Promotion from Associate Professor to Full Professor**

- **Sara Shields, MD, MS:** Based at Family Health Center of Worcester, Dr Shields' many accomplishments include the development of the Center's maternity care program as an evidence-based, woman-centered program, and serving in a critical leadership role in quality improvement at the Center. She co-edited (with Lucy Candib) the text, *Woman-Centered Care in Pregnancy and Childbirth* (Radcliffe, 2010), and she serves as a member of HHS Secretary Kathleen Sebelius' Advisory Committee on Infant Mortality.
- **Joseph Stenger, MD:** Based at the Barre Family Health Center, Dr. Stenger built his academic career as a rural Family Medicine clinician, educator, and leader. In 2000, he founded (with Suzanne Cashman) the school's Rural Health Scholars Pathway and then, with a team of Central Massachusetts citizens interested in improving local health and quality of life, formed the East Quabbin Alliance (EQUAL). He developed the Department's curriculum related to end of life care. Most recently, he helped to develop a model for bringing palliative care services into the Department, serving as a faculty member in our new Division devoted to Palliative Care.

### **Promotion from Assistant Professor to Associate Professor**

- **Lisa Gussak, MD:** Based at Family Health Center of Worcester, where she serves as Assistant Director of Perinatal Services, Dr. Gussak also serves as House Mentor for the medical school. Her expertise is in part based on her work on communication skills and on working with learners who struggle in the clinical years, making major contributions as a faculty member in the UMass Center for Clinical Communication and Performance Outcomes and the Center for Academic Achievement. Working with Tracy Kedian, MD (below), she co-founded and serves as co-Chair of the Group on Learners in Academic Difficulty at the Society of Teachers of Family Medicine.
- **Tracy Kedian, MD:** Based at Family Health Center of Worcester, Dr. Kedian has served in several academic and service roles at the Center, in the residency and clerkship , and in the UMass Community Faculty Development Center and the Center for Academic Achievement, where she developed her expertise in working with challenging learners. Working with Lisa Gussak, MD (above), she co-founded and serves as co-Chair of the Group on Learners in Academic Difficulty at the Society of Teachers of Family Medicine.
- **Stacy Potts, MD, MEd:** Based at the Barre Family Health Center, Dr. Potts has served in multiple academic and service roles, and has been Director for the Worcester Family Medicine residency since 2008. She is President-Elect of the Board of the regional Family Medicine Education Consortium (FMEC), and this past year she was appointed to the ACGME Residency Review Committee for Family Medicine. She has gained regional and national distinction for her leadership, and for her innovation in the development of learner portfolios.

### **Promotion from Instructor to Assistant Professor**

- **Miguel Olmedo, DNP:** Based at Family Health Center of Worcester, Dr. Olmedo serves as a preceptor for Family Medicine residents and medical students. In 2010 he co-developed a new nurse practitioner residency program based at the health center.
- **Patricia Ruze, MD:** Recruited into the UMass Correctional Health program as Medical Director at MCI-Concord and Northeastern Correctional Center in 2009, Dr. Ruze became a role model for her work in developing and implementing curricula devoted to correctional health. She has served as a group leader for the Community Health Clerkship and has hosted students in her practice in the Longitudinal Preceptorship Program. She designed and facilitated a Flexible Clinical Elective entitled “Adventures in Prison Medicine.”

### **New Leadership Appointments**

- **David Gilchrist, MD** was appointed Medical Director of the Hahnemann Family Health Center. A graduate of UMass Medical School (2006) and the Worcester Family Medicine Residency Program (2009), his leadership skills were quickly recognized as he was appointed Assistant Residency Director. In early 2013, as a search was underway for a Medical Director at the Health Center, he was asked to take on interim leadership responsibilities, and the search committee recommended his permanent appointment to the position.
- **Beth Koester, MD** was recruited to serve as Director of the Department’s Hospital Medicine service. A graduate of UMass Medical School (1995) and the Family Medicine Residency at Marquette General Hospital in Michigan, she practiced in Camden, ME, and then joined the Hospitalist service at Penobscot Bay Medical Center (Rockport, ME) where she directed the service since 2011. She also served as Chair of the Family Practice Departments of both St. Mary’s Regional Medical Center and Penobscot Bay Medical Center.
- **Scott Wellman, MD** was appointed as Director of the Clinical Faculty Development Center (CFDC). A longtime faculty member in the CFDC, Dr. Wellman is also serving as Interim Assistant Dean for Academic Achievement and serves as the Director for Center for Academic Achievement in the Office of Educational Affairs.

### **External Recognition**

- **Dennis Dimitri, MD** was elected Vice President of the Massachusetts Medical Society. He was also recognized by the Massachusetts Academy of Family Physicians as their 2013 Family Physician of the Year.
- **Katharine Barnard, MD** was honored as the 22nd annual recipient of the A. Jane Fitzpatrick Community Service Award from the Worcester District Medical Society, which recognizes a Central Massachusetts health care professional for contributions to improve the health and well-being of the community.

### Recognition at UMass

- **Bob Baldor, MD** received the medical school's 2013 Lamar Soutter Award, which is chosen by vote of the medical school faculty for an individual's career contributions to medical education at UMass. In addition to his Departmental contributions, Dr. Baldor was recognized for his ten year tenure as Chair of the Educational Policy Committee, where he led the Committee's planning and implementation of a top-to-bottom revision the school's curriculum.
- **Drs. Jeff Baxter and Patricia Ruze** were recognized at the medical school's annual education awards ceremonies, receiving Educational STAR Awards – Dr. Baxter for his teaching contributions related to chronic pain, and Dr. Ruze for her teaching of correctional health. **Liz Erban, MD** was also recognized with a Community Faculty Educator Award, for providing over ten years of outstanding learning experiences for medical students in the Longitudinal Preceptorship Program.
- **Frank Domino, MD** was recognized as an Outstanding Medical Educator by the graduating fourth year class.

### Department Recognition

**Education Incentive Awards:** At our Annual Dinner in October, the Department presented its Education Incentive Awards to recognize faculty for their excellence in resident or student education or in faculty development:

- **Phil Bolduc, MD** was recognized for his dedicated teaching at Family Health Center of Worcester and for his innovative work on the development of a new HIV Fellowship to be offered at the Center.
- **Lisa Carter, MD** was recognized for her leadership as Education Director at Family Health Center of Worcester and commitment to the Worcester Family Medicine Residency.
- **Margarita Castro-Zarraga, MD** was recognized for her impact as a new faculty member at the Fitchburg Family Medicine Residency, addressing resident concerns about ambulatory teaching by developing and facilitating a weekly series of primary care conferences.
- **Tina Runyan, PhD** was recognized for her contributions to the new 3<sup>rd</sup> year clerkship curriculum which emphasizes interdisciplinary teaching. She is advancing the students' skills in motivational interviewing, helping them to further understand the spirit of MI so they can better help patients as they try to make life style changes.
- **Scott Wellman, MD** was recognized for his contributions to faculty development, and for his leadership in the Community Faculty Development Center, which has reinvigorated the Center after the departure of Mark Quirk.

**Chairs' Awards:** At the October Annual Dinner, the Chair formally recognized extraordinary faculty performance:

- **David Gilchrist, MD** was recognized for his accomplishments as Interim Medical Director at the Hahnemann Family Health Center, where he applied fresh approaches and Lean techniques to demonstrate rapid cycle process improvements that impacted quality of care, faculty and staff morale, and quality of care.
- **Mary Sullivan, FNP** was recognized for her leadership and dedication to the transformation process at Plumley Village Health Services as the practice achieved certification by the NCQA as a Level 3 Patient Centered Medical Home

**Mick Godkin, PhD retired this past year:** During his 36 years on the faculty, Dr. Mick Godkin was a leader and innovator of medical student education, particularly focused on the care of vulnerable populations. For years, he oversaw the community health clerkship, and across his entire career he championed the development of the global health education programs at the medical school. He worked tirelessly to raise funds to support student stipends for international experiences and to fund service projects in host countries. In his honor, the Mick Godkin International Medical Education Scholarship Fund was created to continue to provide support students participating in the Global Health Pathway Program as they pursue international medical education experiences.

**UMass Medical School/UMass Memorial Health Care – Department of Family Medicine and Community Health  
Mission, Vision, Values and Strategic Goals**

Clinical Services	Education		Research	Community Health
<b>The Department will promote and provide innovative, high quality, evidence-based clinical care delivered to diverse communities</b>	<p><b>The Department will be a leading resource for addressing the primary care and public health workforce needs of the Commonwealth of Massachusetts</b></p> <ul style="list-style-type: none"> <li><i>We will train clinically competent, patient-centered and community-responsive clinicians and public health professionals to provide quality health care services to diverse populations</i></li> <li><i>Our training programs will be based in clinical and community settings that reflect the health care needs of the Commonwealth, with emphasis on training for shortage area practice</i></li> </ul>		<p><b>The Department will increase its national recognition for its research focused on health promotion and disease prevention and on innovative approaches to delivering evidence-based practice in primary care, with a particular focus on eliminating socioeconomic and racial health disparities.</b></p>	<p><b>The Department will distinguish itself and be recognized nationally for integrating CH into FM practice, training and scholarship</b></p>
<p>We will recruit and retain a Family Medicine workforce of a size and breadth to meet the needs of the diverse community of central Massachusetts</p> <p>We will support innovative systems and programs that support all Department practices in the care of patients across the entire spectrum of clinical settings</p> <p>We will implement practice improvements that increase the satisfaction of physicians and patients and improve quality and effectiveness</p> <p>We will apply methods for the creation, measurement, and maintenance of a clinically superior healthcare workforce</p> <p>We will cultivate and encourage integration of clinical teaching in all of our practices as part of the culture of the department</p>	<p><b>Our predoctoral training programs</b> will ensure that all medical students graduate with a firm grounding in the principles of Family Medicine and of Community Health, and will include innovative curricula related to serving underserved populations</p> <p><b>Our Family Medicine Clerkship</b> will place students in dynamic teaching practices that are models for the provision of Family Medicine.</p> <p><b>Our Family Medicine Residencies</b> will be highly competitive, and will attract and sustain a diverse group of learners within supportive and innovative learning environments.</p> <p><b>Our Sports Medicine Fellowship</b> will be a regional and national leader in the field of Primary Care Sports Medicine through education, research, clinical services, and community outreach.</p>	<p><b>Our Preventive Medicine Residency</b> will prepare primary care physicians to assume leadership positions in public health and preventive medicine.</p> <p><b>The Worcester-based MPH Program</b> will prepare health care professionals and medical students for careers and leadership positions in public health and community health.</p> <p><b>Our Behavioral Science Program</b> will be a national model for training medical and psychological providers to offer integrated behavioral health services in primary care.</p> <p><b>Departmental CME offerings</b> will support our faculty via innovative lifelong learning practices.</p> <p><b>Faculty development activities</b> will be coupled with the recruitment of community-based preceptors and will focus on training and supporting expert teachers and excellent role models.</p>	<p>Our core research faculty will formally organize as a Research Group on Primary Care Quality, Access and Outcomes that will expand the productivity, visibility, and relevance of its research</p> <p>Working with community practices and partners, Medical School departments and Commonwealth Medicine, we will enhance our approaches to research collaboration that are bidirectional and responsive to community priorities</p> <p>We will enhance the scholarly environment across the Department through strengthened efforts in the residencies, fellowships, and at each of our health centers</p>	<p>We will serve as an academic partner with community agencies and public health entities in the development of community-responsive services to improve health equity and reduce health care disparities</p> <p>We will integrate training in population health concepts and the application of community health strategies within clinical training sites</p> <p>We will serve as an academic partner for Commonwealth Medicine and other departments to establish and evaluate innovative and sustainable models of health care for diverse and vulnerable populations</p>

<b>ORGANIZATION AND CULTURE:</b> We will be a highly functioning academic and clinical Department:	The Department’s leadership and management infrastructure will be mission-driven, aligning planning and implementation, clarifying expectations, and supporting a culture of innovation and professional growth
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<p><b>OUR VISION</b> Our Department will be nationally recognized for its innovation and impact in Family Medicine and Community Health</p> <p><b>OUR MISSION</b> Our Department sets the highest standards of patient care, education, and research in Family Medicine and in Community Health, and is committed to improving the health of populations, with special emphasis on those most vulnerable.</p>	<p><b>OUR VALUES</b></p> <ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Collaboration</li> <li>• Commitment</li> <li>• Innovation</li> <li>• Professional growth</li> </ul>
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## Leadership

**Senior Leadership Team:** The SLT is charged with providing the strategic direction of the Department: setting priorities, overseeing the development of the budget and the faculty compensation plan, assuring integration of activities across the missions and managing conflict:

Dan Lasser, MD, MPH	Chair
Bob Baldor, MD	Vice Chair, Education
Alan Chuman, MPH	Academic Administrator
Dennis Dimitri, MD	Vice Chair, Clinical Services
Warren Ferguson, MD	Vice Chair, Community Health
David Gilchrist, MD	Medical Director, Hahnemann Family Health Center
Melissa McLaughlin	Administrative Manager
Stacy Potts, MD, MEd	Director, Worcester Family Medicine Residency
Linda Weinreb, MD	Vice Chair, Research

**Leadership Team:** The senior leadership is joined by several others who have primary responsibility for Departmental operations and business, meeting regularly as a Leadership Team to offer input, serve as a sounding board, and participate in decision-making with the SLT. The Leadership Team discusses and resolves resource issues, provides communication regarding critical issues to and from Department sites and major programs, tests and modifies key communications, identifies cross-departmental themes and issues, and manages urgent and important projects, problem-solving issues that impact delivery or effectiveness (issues that affect visibility, vulnerability or liability). In addition to those above, the Leadership Team includes:

Nic Apostoleris, PhD, MBA	Interim Chief, Fitchburg Family Medicine Division Associate Residency Director, Fitchburg Family Medicine Residency
Katharine Barnard, MD	Medical Director, Plumley Village Health Services
Alexander Blount, EdD	Director, Behavioral Science Director, Center for Integrated Primary Care
Greg Culley, MD	Vice President for Medical Services Family Health Center of Worcester
Joseph DiFranza, MD	Medical Director, Benedict Family Medicine Services
Frank Domino, MD	Director, Pre-doctoral Medical Education
Stephen Earls, MD	Medical Director/Education Director, Barre Family Health Center
Beth Koester, MD	Chief of Service, Family Medicine Hospitalist Division
James Ledwith, MD	Director, Fitchburg Family Medicine Residency
David Polakoff, MD, Msc	Director, Center for Health Policy & Research, Chief Medical Officer and Associate Dean, Commonwealth Medicine
Herb Stevenson, MD	Director, Sports Medicine Fellowship

### Other Department Leaders

James Broadhurst, MD	Associate Director, Worcester Family Medicine Residency
Suzanne Cashman, ScD	Director, Community Health
Lisa Carter, MD	Education Director, Family Health Center of Worcester
Stephanie Carter-Henry, MD	Education Director, Hahnemann Family Health Center

Alexa Connell, PhD	Assistant Director, Center for Integrated Primary Care
Erik Garcia, MD	Medical Director, Worcester Homeless Outreach & Advocacy Program
Allison Hargreaves, MD	Associate Residency Director, Adult Medicine
Anita Kostecky, MD	Director, Maternal and Newborn Services
Mary Lindholm, MD	Director, Third Year Clerkship in Family Medicine
Chris Purington, MD	Medical Director, College Health Services
Jennifer Reidy, MD	Co-Director, Division of Palliative Care and Hospice Services
Tina Runyan, PhD	Director, Post-Doctoral Fellowship in Primary Care Psychology
	Associate Director, Behavioral Science
Sherrilyn Sethi, MMH, PhD	Assistant Residency Director
Michael Smith, MS	Associate Director, Residency Admissions
Patricia Seymour, MD	Education Director, Family Medicine Hospital Medicine Service
Jacalyn Coghlin-Strom, MD	Director, Preventive Medicine Residency Program
	Faculty Co-Director, Worcester MPH Program
Virginia Van Duyne, MD	Associate Residency Director, Women's Health

**For UMass Medical School**

Mike Ennis, MD	Co-Director, UMass Medical School Learning Communities
Phil Fournier, MD	Medical Director, UMass Medical School Student Health Services
	Head of House, Kelley House, UMass Medical School
Michael Kneeland, MD	Associate Dean for Allied Health and Interprofessional Education
	Interim Associate Dean for Student Affairs
Michele Pugnaire, MD	Senior Associate Dean for Educational Affairs
Scott Wellman, MD	Director, Clinical Faculty Development Center
Judy Savageau, MPH	Director, Senior Scholars Program

**Affiliates**

Frances Anthes, MSW	President and CEO, Family Health Center of Worcester
John DeMalia, CPA	President and Chief Executive Officer
	Community Health Connections Family Health Center
Joseph Gravel, MD	Chief Medical Officer/Residency Program Director
	Greater Lawrence Family Health Center
Toni McGuire, RN, MPH	President and CEO, Edward M. Kennedy Community Health Center
Michele Pici, DO	Medical Director, Edward M. Kennedy Community Health Center