

**Department of Family Medicine and
Community Health**

ANNUAL REPORT

2013-2014



UMassMemorial



*University of Massachusetts
Medical School*

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

Annual Report: October, 2013 through September, 2014

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.***

In health care, teaching institutions care for a disproportionate share of those who are in the shadows of life – the sick, the needy, and the disabled. We and our community partners accept this challenge, and we aim to do it well. Working within the framework of Family Medicine and of Community Health makes it possible, attracting a highly talented faculty who bring life to our vision of national recognition for their innovation and impact in these two complimentary disciplines. It provides an ideal environment for learners to prepare for their future careers.

This Annual Report highlights our accomplishments in these areas over the past year. It is an abbreviated version, with many more listings of activities and accomplishments of our faculty on our website (www.umassmed.edu/fmch), along with the metrics we follow to measure our success.

This summary focuses on the four content areas that shape our strategic plan – clinical care, education, research, and community health. It also highlights the organization and culture of the Department and on the outstanding accomplishments of the faculty.

Health care continues to evolve with Family Medicine at its epicenter, especially in Massachusetts, which has led the nation in healthcare reform. In 2014, we made practice improvement a priority, and it will remain a priority for the foreseeable future. We still have a way to go before we are working smarter, not just harder, as we continue to learn 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, yet exciting time for all of us to be in Family Medicine and in Community Health.

Daniel Lasser, MD, MPH
October, 2014

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Clinical Services

The Department strives 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 remained stable in 2014 at about 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:

- The majority 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, as well as clinicians based within the Medical Group’s Community Medical Group sites across Worcester County;
- A quarter are based at our two Worcester Community Health Center partners, Family Health Center of Worcester, and Edward M. Kennedy Health Center; and
- About 20% 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.

Ambulatory Care at Our UMMMC Based Health Centers:

The Family Health Centers managed by the Department include the Barre Family Health Center (Stephen Earls, MD, Medical Director), Benedict Family Medicine Services (Joseph DiFranza, MD, Medical Director), the Hahnemann Family Health Center, (David Gilchrist, MD, Medical Director), and Plumley Village Health Services (Katharine Barnard, MD, Medical Director). Barre and Hahnemann also serve as residency health center sites for the Worcester Family Medicine Residency. In the most recent 12 months, these health centers conducted over 86,000 ambulatory visits:

- Barre Family Health Center: 37,615
- Benedict Family Medicine: 18,642
- Hahnemann Family Health Center: 23,742
- Plumley Village Health Services: 6,607

The health centers are all actively involved in practice reengineering, imbedding the elements of the Patient Centered Medical Home in the fabric of their work. This has resulted in measurable

improvement in quality scores as measured by HEDIS data, as well as innovative programs integrating behavioral health into the practices. In 2014 the Hahnemann Family Health Center achieved Level 3 PCMH certification, joining the previously certified Barre Family Health Center and Plumley Village Health Center. The Benedict Family Medicine Service expects to complete submission of its application for PCMH certification in the coming year.

Patient Care in Fitchburg: In 2014 the Fitchburg Family Medicine Residency underwent a transition as the program's clinical practice migrated out from the management structure of the Community Health Connections Community Health Center, and came under the management umbrella of the Department and HealthAlliance, the UMass Memorial member hospital in Leominster. Nicholas Apostoleris, PhD was appointed as Interim Director for the Department's activities in Fitchburg, with Jim Ledwith MD continuing to serve as residency program director. Under their capable leadership, a new practice was opened and saw its former CHC patients under the new management structure.

Inpatients are admitted to HealthAlliance Hospital, which provides a teaching service for family medicine residents and some UMass 4th year medical students on their required inpatient sub-internship.

Inpatient Care at UMass Memorial Medical Center: Inpatient statistics serve as an additional proxy for how busy our practices are, as well as indicating the relationship of our clinicians with other specialties, our inpatient service, and ancillary services across the spectrum of care.

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. Annualized data from the first 3 quarters of fiscal year 2014 (see the table on the next page) indicate:

- There were 3490 hospital discharges for patients cared for by family physicians, including 586 obstetrical deliveries and 700 newborns;
- Just under 90% of the adult inpatient discharges were cared for by our family medicine hospitalists, with the remainder cared for by those who make hospital rounds on their inpatients; and
- There were 7454 hospital discharges of patients referred by family physicians to specialists who provided the care in the hospital.

Over the past several years, these numbers – 10,945 in total – have remained stable, with small variations in the distribution between adult, obstetrical and newborn care provided by family physicians and some increase in the number of discharges by specialists caring for our patients.

Hospital Medicine Service: As noted, while some members of the Department still round on their own inpatients, the majority rely on the Department's Hospital Medicine service at the Memorial campus. Beth Koester, MD serves as Director of the Service. The faculty on the service provided care for over 2,000 adult inpatients in FY14, a number that has stabilized in the last year after increasing by more than 50% during the prior two years as most Department members and practices turned to the service to manage the care of their adult inpatients. The practices of over 80 Family Physicians are now covered

by the 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 medical 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.

A summary of inpatient care provided from the practices of Family Physicians at UMass Memorial Medical Center indicates:

| | FY10 | FY11 | FY12 | FY13 | FY14* |
|--|---------------|---------------|---------------|---------------|---------------|
| Inpatients under the care of a Family Physician | | | | | |
| Adults | 2,390 | 2,498 | 2,558 | 2,649 | 2,204 |
| Children | 47 | 4 | 1 | 2 | 0 |
| Newborns | 711 | 782 | 694 | 665 | 700 |
| Mothers | 535 | 601 | 562 | 555 | 586 |
| Total | 3,683 | 3,794 | 3,815 | 3,871 | 3490 |
| Inpatients cared for by specialists with a Family Physician identified as the PCP | | | | | |
| Referred inpatients | 6,779 | 6,888 | 7,105 | 6,960 | 7,454 |
| Total FM inpatients | 10,462 | 10,682 | 10,920 | 10,831 | 10,944 |

**annualized based on 3 quarters in FY14*

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. After several years of decline in the absolute number of deliveries performed by family physicians at UMMMC, that number has now stabilized over the last 2 years. Over the entire period, the percentage of total UMMMC deliveries performed by family physicians has been unchanged at 14-15%.

A Department-wide obstetrical coverage system that includes Family Physicians at residency sites, community health centers, and community practices has been continued and enhanced. This system provides organized supervision and exposure of residents to Family Medicine maternity care, increased obstetrical experience for attending physicians participating in the coverage system, and 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 providers.

Community Health Centers: Worcester’s two federally qualified Community Health Centers maintain close affiliations with the Department, including the Edward M. Kennedy CHC (Toni Maguire, President and CEO; Michele Pici DO, Chief Medical Officer) and the Family Health Center of Worcester (Fran Anthes, President and CEO; Greg Culley MD, Vice President of Medical Services and Chief Medical Officer), which also serves as the third health center site for the Worcester Family Medicine Residency. Both CHCs have integrated their maternity care for its patients into the Department-wide obstetrical coverage group. Medical inpatients from both health centers are cared for by the Department’s family medicine hospitalists.

Other clinical services: Clinical faculty members provide services in several additional programs:

- The Department works 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 the Boston Marathon.
- Faculty serve in leadership roles in addiction medicine (Jeff Baxter, MD, Medical Director, Spectrum Health Systems), and provide addiction services across multiple sites.
- In Behavioral Health (Sandy Blount, Director), our faculty and Fellows are integrated into primary care settings in an innovative model that has gained national recognition.
- 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 9/1/14)

Benedict Family Medicine Services

Joseph DiFranza, MD (Medical Director)
Robert Baldor, 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

Barre Family Health Center

Stephen Earls, MD (Medical Director)

Marcy Boucher, MD
Kosta Deligiannidis, MD
Lauren Eidt-Pearson, LICSW
Allison Hargreaves, MD
Cynthia Jeremiah, MD
Jillian Joseph, PA-C
Christie Langenberg, MD
Steve Martin, MD
Daniel Mullin, PsyD
Sam Pickens, MD
Stacy Potts, MD
Brian Sullivan, MD
Kristin Wickstrom, PA-C
Duncan Wellan, NP

Hahnemann Family Health Center

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

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

Frederic Baker, MD

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
James Broadhurst, MD
Atreyi Chakrabarti, MD
Vasilios Chrisostomidis, MD
Frank Domino, MD

UMass Memorial/CMG Bolton

Gerard Fitzpatrick, MD
Sarah Morasse, NP

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
Bernard Westerling, MD

UMass Memorial/CMG Marlborough

Julie Ozaydin, MD

UMass Memorial/CMG Northborough

Apeksha Tripathi, MD

UMass Memorial/CMG West Boylston

Janet Abrahamian, MD
Rani Alexander, MD
Bassem Hanna, MD
David Rosenfield, MD

Geriatrics

Erika Oleson, DO

Sports Medicine

J. Herb Stevenson, MD (Director, Sports Medicine)
James Broadhurst, MD
Vasilios Chrisostomidis, MD
Christie Langenberg, MD
Lee Mancini, MD

Addiction Medicine

Jeffrey Baxter, MD
James Broadhurst, MD

College Health

Christine Purington, MD (Director)
Robin McNally, NP
Martha Sullivan, NP
Debra Klempner, NP

Hospital Medicine/Memorial Campus

Beth Koester, MD (Chief)
Iftikhar Khan, MD
Pankaj Ksheersagar, MD
Jason Numbers, MD
Patricia Seymour, MD
Saurabh Sharma, MD
Roma Mohan Takillapati, MD

Hospital Medicine/HealthAlliance

Ximena Castro, MD
Felix Chang, MD
April Cyr, MD
Roberto Larios, MD
Sunil Sarin, MD

Plumley Village

Katharine Barnard, MD (Medical Director)
Mary Flynn, MD
Ken Peterson, NP
Ellen Ruell, PA
Mary Sullivan, NP

HealthAlliance Fitchburg Family Practice

Nicholas Apostoleris, PhD (Interim Clinical Director)
Margarita Castro-Zarraga, MD
Cheryl Divito, DO
Mary DiGangi, PA-C
James Ledwith, MD
Sharon Machado, NP
Peter McConarty, MD
Abhijeet Patil, MD
Michele Pugnaire, MD

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

Michele Pici, DO (Medical Director)
Matthew Collins, MD
Elizabeth Dobles, MD
Gina D'Ottavio, MD
Willa Kahn, MD
Anita Kostecki, MD
Daniel Lasser, MD, MPH
Sharon Marable, MD
Cynthia Norton, MD
Julia Randall, MD
Nicole Speckhard, PA-C

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
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 Physicians

Mohammad Alhabbal, MD
Nancy Berube, MD
Christopher Bechara, MD
Edlira Duro, MD
Sunita Godiwala, MD
Keith Hilliker, MD
Nidhi Lal, MD
Roxanne Latimer, MD
Zainab Nawab, MD
Toral Parikh, MD
James Pease, MD
Raffia Qutab, MD
Jeffrey Satnick, MD
Heidi Shah, MD
Cindy Steinberg, MD
Diana Trister, DO
Sheila Trugman, MD
Leonard Waice, DO
Robert Weitzman, MD
Jennifer Weyler, 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

Taunton State Hospital

Patricia Bazemore, MD

Center for Health Policy and Research

Jay Himmelstein, MD, MPH

Clinical Faculty Development Center

Scott Wellman, MD

Education

The Department strives to “*serve as a leading resource for addressing the primary care and public health workforce needs of the Commonwealth of Massachusetts.*” Bob Baldor, MD, serves as Senior Vice Chair for Education.

Medical student education: The faculty have extensive involvement across all four years of the curriculum. Mike Ennis, MD serves as co-director of the medical school’s *Learning Communities*, and Head of Blackstone House, and Phil Fournier, MD serves as Head of Kelley House. House Mentors include Lisa Gussak, MD and Lori DiLorenzo, MD. In 2014, 40 family physicians hosted 1st and 2nd year students in their practices for the *Longitudinal Preceptorship Program*. Suzanne Cashman, ScD co-directed the *Determinants of Health* course, and she and Mick Godkin, PhD co-directed the second year *Population Health* clerkship. In the clerkship, 27 small groups, mostly facilitated by department faculty, covered a diverse range of community health topics. Of note, Mick retired right after the completion of the clerkship – celebrating almost 40 year on the faculty!

The required third year *Family Medicine Core Clerkship* (Mary Lindholm, MD, Clerkship Director) continues to be highly rated, with 85 faculty serving as preceptors. Department faculty are also teaching 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).

The fourth year includes a robust *Family Medicine Subinternship* (Patricia Seymour, MD, Director) with 25 students placed at HealthAlliance Hospital in Leominster or at the Memorial campus in Worcester. The *Senior Scholars* program (Judy Savageau, MPH, Director) oversaw a total of 32 student projects. Approximately 75 students participated in 4th year electives ranging from *Sports Medicine* and *Healthcare for the Homeless* to teaching experiences in correctional health care. 86 students participated in Frank Domino’s *Medical Writing and Evidence Based Medicine* elective. In addition, many faculty offered experiences for the medical school’s new “Flexible Clinical Experiences,” such as *Adventures in Prison Medicine*, , *Country Doctoring-Rural Medicine*, *Health Behavior Change*, *Policy and the US Health Care System* and *Traditional Osteopathy*.

13 UMass medical students – 10.6 % of the Class of 2014 – matched into Family Medicine residencies at a rate higher than the national average:

- Nicholas Avgerinos Wake Forest Baptist Medical Center
- Jessica Boatman UMass/Hahnemann Family Health Center
- Deviney Chaponis Tufts/Cambridge Health Alliance
- Jacqueline Draper Steward Carney Hospital
- Paula Hercule Einstein/Montefiore Medical Center
- Alison Lima Lancaster General Hospital
- Maya Mauch Steward Carney Hospital
- Kateri McCarthy UMass/Hahnemann Family Health Center
- Michael Richardson Steward Carney Hospital
- Barak Sered Einstein/Montefiore Medical Center

- Claire Welteroth Brown/Memorial Hospital
- Daniel Wemple UMass/Hahnemann Family Health Center
- Shaula Woz University of Rochester/Strong Memorial Hospital

Graduate Education: Our graduate training programs continued to attract competitive applicants from around the country, with excellent match fill rates.

The *Worcester Family Medicine Residency* (Stacy Potts, MD, MEd, Director) trains 36 residents (12 slots a year) and the *Fitchburg Family Medicine Residency* (Jim Ledwith, MD, Director), with a complement of 15 residents, established a new practice site (HealthAlliance Fitchburg Family Practice) in new clinical space rented from Community Health Connections. *The Primary Care Psychology Fellowship* (Tina Runyan, PhD, Director) prepares two Fellows to practice integrated within primary care practices, while engaging residents and medical students. Our *Sports Medicine Fellowship* (Herb Stevenson, MD, Director), which trains two Fellows, taught across the Department and medical school, while expanding clinical services and supporting local high school and college health programs. Our *Preventive Medicine Fellowship* (Jacalyn Coghlin-Strom, MD, MPH, Director) was re-accredited for a 10 year period, recognizing its excellence in training public health focused physicians.

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 students, residents and fellows, area physicians, veterinarians, and nurses, along with physicians from other countries and other health professionals looking to broaden their knowledge of Public Health. Sixteen students graduated from the MPH Program during the past year and 6 were accepted into the Phi Kappa Phi Honor Society, an academic honor society. Graduate Amy Riordan, at the Massachusetts Department of Public Health, was inducted into the Rho Chapter of the Delta Omega Honor Society, a prestigious public health 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 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.

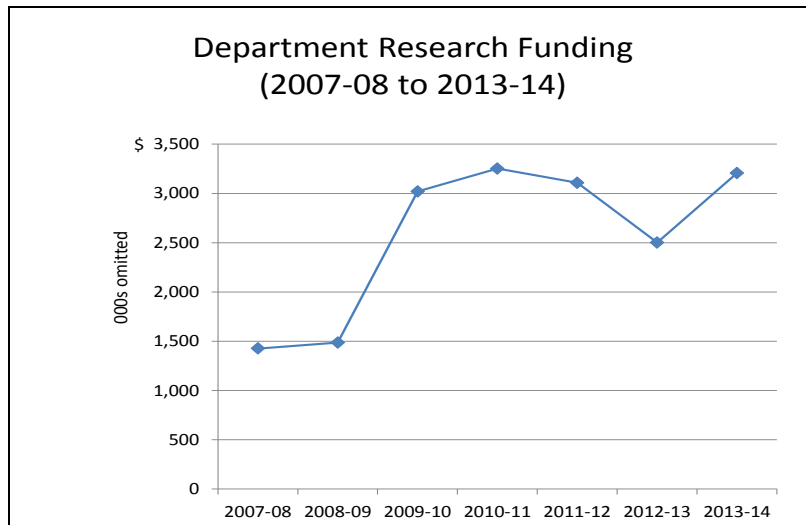
Research

The Department strives 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 productive year of research achievements marked by the receipt of new grants, the continuation of numerous extramurally funded grants and national dissemination efforts, 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.

Core Research: 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 continue to implement a cohesive infrastructure to promote collaboration among department faculty.
- The Department was ranked 18th in 2013 among Family Medicine Departments receiving NIH funding (Blue Ridge Institute for Medical Research). Research funding totaled \$2,501,092 in 2013 and \$3,205,170 in 2014.



- New grant in 2013-14: *Substance Abuse, Mental Health, and Health in Homeless Women in Primary Care (NIDA; Upshur PI) – 2 years, 443,742*
- 47 manuscripts were published in 36 medical journals in 2013-2014. Journals included: *American Journal of Public Health, Family Medicine, Journal of Community Health, Journal of the American Board of Family Medicine, BMC Public Health, Journal of Public Health Management and Practice, Journal of Dental Education, and Psychiatric Quarterly*. Articles focused on a range of topics including managing diabetes in primary care, hospitalist involvement in family medicine residencies, cancer screening, substance abuse and primary care and asthma interventions.

- 124 presentations were made at 45 regional, national and international conferences in 2013-14, including the STFM Annual Spring Meeting, AAFP Global Health Conference, STFM Conference on Practice Improvement, American Psychiatric Association Annual Meeting, American Public Health Association Meeting, the NAPCRG Annual Meeting and Academy Health Annual Research Meeting.

Collaborations: Partnerships 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:

- **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.

Environment for scholarship: 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:

- The Department continues to provide resources to support faculty scholarship including research question development and assistance with research study design, implementation, analysis and write up of results.
- The Department piloted a new Mentoring project this past year. Ten of the 21 mentor-mentee pairs identified scholarship development as one of their goals and four of the pairs focused their work on specific scholarship projects. Examples include *Implementation and evaluation of a wellness curriculum* and *Development and dissemination of the Physician as Leader resident curriculum*.
- Twenty-two 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 three publications (plus two publications currently ‘in press’), and seven presentations at regional, national and international conferences.

Community Health

Programs in Community Health are dedicated to our strategic goal ***to distinguish 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 2013-2014, we continued to monitor a series of metrics chosen in 2012 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. An inventory was developed this year in application for the Carnegie Foundation's Engaged University designation, which provided a framework for us to highlight 15 strong community partnerships. In addition, we are working with UMass Boston to explore the potential of adopting their comprehensive data shell to populate our department partnerships and are adopting their framework to ease implementation at the system level.

Community Health Centers: Longstanding relationships with Family Health Center of Worcester (FHCW) and Edward M. Kennedy Community Health Center (EMK) continued to flourish, including collaborations around clinical care, teaching, research and scholarship. Other CHC relationships include:

- Collaboration on a Center for Health Equity and Intervention Research study to improve hypertension outcomes: Video stories were developed in English and Spanish were distributed to enrolled patients at FHCW and the Lowell CHC. A self-management intervention utilizing storytelling and motivational interviewing will be delivered by Community Health Workers in the near future. The project was featured on the AAMC Virtual Site Visit website featuring UMMS as an example of a medical school doing important work to improve health equity.
- Quality improvement activities at FHCW: Four medical students worked with health center preceptors to advance work on a diabetic registry and pre-planning pilot program, to improve autism spectrum disorder screening, and to improve inter-conception care implementation rates, respectively.
- Continuation of an academic affiliation with the Greater Lawrence Family Medicine Residency, located at the Greater Lawrence Family Health Center.
- Involvement of the Lowell Community Health Center and Community Health Center of Cape Cod as Summer Community Assistantship and Population Health Clerkship sites.

Worcester Department of Public Health (WDPH): We deepened our connection to the WDPH through faculty's contributions ensuring a successful grant application to the state Department of Public Health Prevention and Wellness Trust Fund award. Since notice of the award, we have been helping to shape and implement this funded project. Faculty continue to contribute to advancing the city's Community Health Improvement Plan (CHIP), particularly in areas related to primary care and wellness, behavioral

and mental health, as well as health equity and health disparities. Through the Department's summer Service-Learning Assistantship, two medical students supported WDPH; one focused on advancing the department's teen health initiative; another on its Mass in Motion Healthy Markets program. Commissioner Michael Hirsch, MD and Director Derek Brindisi continue to participate actively in the Department's Community Health Steering Committee.

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. In its fifth year, these community conversations engaged dozens of community residents annually in advancing mutual understanding of health priorities and needs

Population Health Clerkship (PHC): The 2013-2014 year saw the end of an era as longtime faculty member Mick Godkin PhD led his final round of 27 small group teams through the two-week community immersion experience that is the PHC. The leadership torch has been passed to Heather-Lyn Haley, PhD. Three new teams were developed this year with partners at the Community Health Center of Cape Cod in Mashpee, the Lowell Community Health Center, and Community Legal Aid of Central and Western MA.

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 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, as well as results from the annual survey of Family Medicine residents. As a result of our programs, UMass students and our residents consistently report above average scores related to educational preparedness for addressing cultural and population health needs.

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, with

numerous grants, publications and presentations related to the five domains of the CHNA's Community Health Improvement Plan:

| Community Health Improvement Domain | Grants | Publications | Presentations |
|---|---------------|---------------------|----------------------|
| Healthy Eating and Active Living | 1 | 0 | 6 |
| Behavioral Health and Substance Abuse | 5 | 13 | 17 |
| Primary Care and Oral Health | 5 | 7 | 22 |
| Violence and Injury Prevention | 2 | 1 | 0 |
| Racial and Ethnic Health Equity | 13 | 9 | 14 |
| Other (Public Health Practice and Policy, Correctional Health, Global Health) | 2 | 2 | 13 |
| Total | 28 | 32 | 72 |

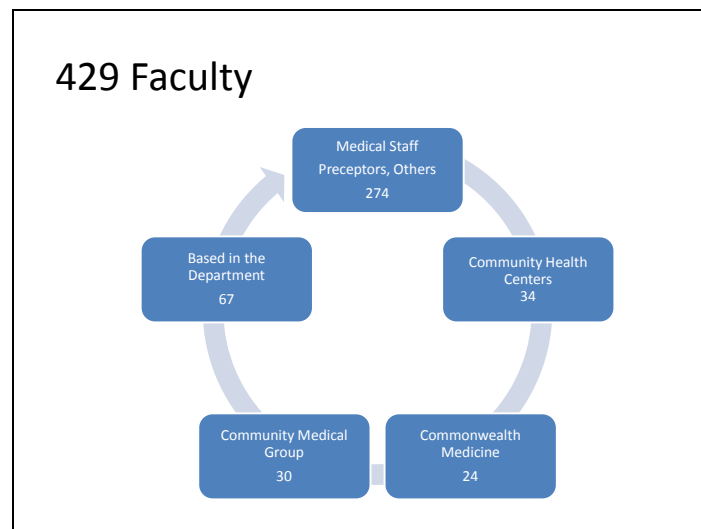
Faculty Organization and Culture

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 September 1, 2014, there were 429 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, Community Health Connections, and the 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.

In addition, 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: The Department conducts a biannual climate survey to assess the extent to which the Department functions as a “high performance organization.” Surveys in 2011 and 2013 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.

One of the most frequent suggestions was for the establishment of a mentorship program. In 2013, the Department initiated a program for 21 mentor/mentee pairs in an 18 month formal program including orientation and training sessions, establishing reporting expectations, and an evaluation process.

Mentor goals were categorized into five general categories:

- 5 focused on project development (completion of a specific project)
- 3 focused on program development (development of a new program)
- 5 focused on leadership development
- 7 focused on professional development (coaching in the use of management skills)
- 1 focused on work-life balance

A final evaluation of the program is underway, and the Department will start a new cycle in 2015.

The Department sponsors a series of initiatives to address faculty retention, succession planning, and concerns expressed within its climate surveys. Initiatives have included orientation breakfasts for new faculty in their first year, sessions at faculty retreats to clarify the promotions process, Department-wide business meetings of members of the Medical Group, periodic working groups to address specific topics, such as a review of the faculty compensation plan, establishment 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 addition, each year the Chair meets with a “Kitchen Cabinet” comprised of junior faculty.

Our climate surveys have also revealed concerns about increasing financial and clinical pressures, with a shifting emphasis from academic to clinical work, and they have found concerns about levels of support for clinical practice. In 2014, the Department embarked on a series of projects to utilize LEAN methodologies to create process improvements within work settings, with the goal of enabling faculty and staff to be empowered to improve their practices. Training sessions were conducted in the use of LEAN techniques, idea boards were established at each site, and a series of A3 projects were undertaken. Examples include:

- Improvement of communication between hospitalists and office practices
- Improvement of quality metrics
- Diabetes quality initiative
- Establishment of scribes at the Barre Family Health Center
- Generation of scholarship from Performance Improvement projects
- Feedback for change: Periodic faculty surveys to measure the impact of the projects

To support clinical faculty, Frank Domino and Bob Baldor conduct an annual American Board of Family Medicine Maintenance of Certification review course; the November, 2013 program was devoted to cerebrovascular disease. In addition, at the Department’s April, 2014 retreat, Phil Bolduc conducted a

session devoted to *Safe and Competent Opioid Prescribing*, which met the criteria of the Massachusetts Board of Registration in Medicine for opioid education and pain management training.

Promotion from Associate Professor to Full Professor: Four faculty were promoted to the academic rank of Professor:

- **Robin Clark, PhD** is a nationally recognized investigator who has dedicated his career to health economics and health policy research. With formal training focused on human development, family relations and social policy, he began his career assisting and counselling vulnerable populations suffering from conditions including substance abuse and mental illness, exacerbated by poverty and lack of opportunity. He describes his academic goal “to produce and disseminate knowledge that can be applied to practical, real world problems in healthcare policy and practice.” The various tools, guidelines and reports he has developed over the years have been utilized across the country, influencing the way care is delivered to patients.
- **Michael Ennis, MD** has been based at our residency training site at the Hahnemann Family Health Center for over two decades, where his work has been recognized with awards including the William Damon Mentorship Award (2012), the Outstanding Medical/Clinical Educator Awards (1999, 2010), the Leonard Tow Humanism Award (2009) and the Education Achievement STAR awards (1999 and 2002). Since 2003 he has served as Assistant Dean for Student Advising. As the medical school was about to transition to a more competency-based curriculum, he began to explore an alternative approach to the advising and mentoring which was being offered to students, focused on the concept of “Learning Communities” which was being embraced by other medical schools. He proposed and ultimately implemented the model at UMass, and he was subsequently asked to serve as Co-Director of the program. His leadership has resulted in a robust structure of 20 House Mentors who advise and teach 25 medical students each.
- **Phillip Fournier, MD** joined the faculty in the Benedict Family Medicine practice at University campus as an Assistant Professor in 1992. In addition to maintaining a very busy clinical practice, he advanced as a clinical leader, serving as the practice’s Medical Director (1997-2006), as Medical Director for Employee Health Services for UMassMemorial Healthcare (2001-2010), and as Director of Student Health for UMass Medical School, a position he has maintained since 2002. In addition, he served as course director for the PPS I course for five years, and as interim director of the Department’s Third Year Clerkship. He serves as course director for the Longitudinal Preceptorship Program, which is required of all first and second year students. Since 2010, he has been a faculty leader in the School’s Learning Community Program, appointed as one of five faculty named Head of House. In this role he oversees four other faculty mentors, and he directs the Physical Diagnosis course.
- **Barry Saver, MD, MPH** was recruited to our faculty in 2006 as an Associate Professor after more than a decade of academic service at the University of Washington. A nationally recognized researcher who has dedicated his career to improving the care of vulnerable and underserved

populations, his work has addressed issues including access, cost containment, cancer screening, health disparities, chronic disease management (diabetes and hypertension), and quality improvement. He has served as a research mentor, as an expert consultant, as a member on review panels, and as an invited speaker. As a clinician, Dr. Saver has delivered patient care for almost 20 years primarily in safety net settings, including his current practice at the Family Health Center of Worcester. His teaching has also been recognized by our residents, who have chosen him as Teacher of the Year twice (2009 and 2010) and as recipient of the Sam Pickens Award (2012).

Promotion from Assistant Professor to Associate Professor

Four faculty were promoted to Associate Professor:

- **Ron Adler, MD** has devoted his career to service in several key academic leadership positions at the medical school and within our clinical system, joining the faculty in 1992. Over the years he has served as Medical Director (2004-08) and as the Education Director for HFHC (1998-2008). In 2008 he assumed the role of Director for Primary Care Practice Improvement in the newly-established Center for the Advancement of Primary Care (CAPC), and he completed an Institute for Healthcare Improvement Practice Advisor Professional Development Program in 2008. Since 1992 he has served as a Medical Consultant for Health Awareness Services Family Planning Agency and Medical Director for the UMassMemorial Reach Out and Read Program. Additionally his clinical community outreach has included college health as well as his work as a physician at Plumley Village Health Services (1992-2004). Dr. Adler has gained regional and national recognition by establishing himself as a content expert in the area of practice transformation and Patient Centered Medical Homes.
- **Jeff Baxter, MD** was recruited as a member of the residency faculty at the Family Health Center of Worcester in 1999, and in 2010 he transitioned his work to focus on addiction medicine. He is nationally known for developing and providing training in buprenorphine treatment programs, and he has developed the Centers of Excellence in Physician Education for the National Institute on Drug Abuse (NIDA). The curriculum he developed, *Minimizing the Misuse of Prescription Opioids in the Management of Chronic Non-malignant Pain*, was accepted by the AAMC's MedEdPORTAL, and he authored a second module, *Knowing When to Say When: Transitioning Patients from Opioid Therapy*, recently published by NIDA. Working in conjunction with Dr. Robin Clark at the UMass Center for Health Policy and Research (CHPR), his research interests have included the impact of substance abuse in mental health on costs and quality in medical care, and the impact of substance use disorders on the quality of asthma treatment in the Commonwealth. He has served as an Addiction Medicine Consultant to the University of Massachusetts Correctional Health Division. He served for 10 years as the Medical Director for the Adult and Adolescent Inpatient Detoxification Unit for Community Health Link, and is now Chief Medical Officer for Spectrum Health Systems.
- **Felix Chang, MD** was recruited to join the Fitchburg Family Medicine residency faculty in 2006, and he took on responsibility as Director of the Inpatient Service for the program at HealthAlliance Hospital in Leominster. He also served as Associate Medical Director for Community Health

Connections/Family Health Center's outreach center in Leominster in 2008. He has co-authored over 75 chapters in *Domino's 5-Minute Clinical Consult* with residents and faculty colleagues. His regional presence has included invited clinical presentations at annual clinical refresher programs sponsored by the Massachusetts Academy of Family Physicians, He is a highly valued educator within the Fitchburg residency, where he has been formally recognized as Teacher of the Year on two occasions. He has presented and published within our discipline, often mentoring students and residents as co-authors.

- **Gerry Gleich, MD** has devoted his career to service in several key academic leadership positions at the medical school and clinical system since joining the faculty at the Hahnemann Family Health Center as an Assistant Professor in 1987. He served as Medical Director at Hahnemann Family Health Center (1995-2000), as Director of the Worcester Family Medicine Residency program (2000-2008), and once again as HFHC Medical Director (2008-2012). He developed his interest in caring for the elderly, receiving his Certificate of Added Qualifications in Geriatrics in 1992. Since 1995 he has served as Medical Director for St. Mary's Health Care Center, and from 2008-9, he served as Interim Clinical Chief of Geriatrics for the medical school. Dr. Gleich serves as the one of the co-developers and coordinators of the medical school's annual Geriatrics Interclerkship, a collaborative educational experience with the Graduate School of Nursing and area assisted living facilities. He continues to serve as a core faculty member within the Geriatrics Fellowship and as a core faculty member for the Immersion Training (CRIT) in geriatrics, a program for UMass Chief Residents designed to instill excellence in geriatrics across the institution's residency programs. In 2006, our residency graduates awarded him the Sam Pickens Award.

New Leadership Appointments

- **Nicholas Apostoleris, PhD** was appointed Interim Director of Fitchburg Family Medicine in January, with responsibility for providing oversight to the transition and ongoing direction of Department clinical and academic operations in Fitchburg.
- **Bob Baldor, MD** assumed an enhanced leadership role in the Department as Senior Vice Chair in September. In this role, he assumed responsibility for all Department education activities and the medical school budget, as well as the process for faculty appointments and promotions, faculty recognition, faculty development and investments, mentorship, and the development of training grants.

External Recognition

- **Fran Anthes** was awarded the Massachusetts League of Community Health Center's Edward M. Kennedy Founder Award at the League's Annual Gala in June. The Award was established in 2010 to honor the memory of the late Massachusetts Senator, and is presented "in honor of the achievements made by dedicated consumers, administrators, clinicians and leaders who continue to, protect and promote health care access as a right for all rather than privilege for a few."

- **Nicholas Apostoleris, PhD** was named President of the Board of the National Health Care for the Homeless Council, a network of more than 10,000 doctors, nurses, social workers, patients and advocates who share the mission to eliminate homelessness. The Council provides training and technical assistance to the 254 Health Care for the Homeless programs nationwide.
- **Jay Himmelstein, MD** was presented with the Harriet Hardy Lifetime Achievement Award from the New England College of Occupational and Environmental Medicine. The Award is given annually to an individual who has demonstrated an effort to understand disease or injury caused by working conditions and attempted to improve those conditions to prevent or minimize the impact of the health and lives of workers.
- At the July National AHEC Organization meeting in Charlotte, **Warren Ferguson, MD** received the Andy Nichols Award for Social Justice, exemplifying vision and persistent service in pursuit of social justice. At the same meeting, **Linda Cragin, MS** received the President's Award for her leadership, support and commitment to the NAO Board of Directors in her role as Treasurer.
- **Dan Mullin, PsyD** was appointed as Conference Chair for the 2014 Society of Teachers of Family Medicine's Annual Practice Improvement Conference to be held in Tampa this December.

Recognition at UMass

- **Dan Mullin, PsyD** was awarded an Educational Achievement (STAR) Award at the medical school's annual Educational Recognition Awards ceremony held in May in the Albert Sherman Center.
- **Frank Domino, MD** was recognized as an Outstanding Medical Educator by the graduating fourth year class.
- **Sara Shields, MD** was recognized with the Outstanding Community Service Award by the Women's Faculty Committee in May.
- **Linda Weinreb, MD** was recognized with the Outstanding Mentoring to Women Award by the Women's Faculty Committee in May.

Department Recognition

Education Awards: At our Annual Dinner in October, 2014, the Department presented its Education Awards to recognize faculty for their excellence in medical education or in faculty development:

- **Stephanie Carter-Henry, MD** has brought a passion and excitement to the position of Education Director at Hahnemann Family Health Center, making a lasting impact on the educational experience of residents and students. She has served as a role model exemplifying how a great family doctor can provide a wide breadth of care to a population of patients, while at the same time be present, compassionate, and invested in each and every patient encounter. She has contributed

to a number of projects, including the residency's Physician as Leader curriculum. She constantly seeks ways to improve and innovate in the resident curriculum in order to maximize the learning experience. This has been especially important with the evolving role of the health center Chief Resident rotation, where her work has ensured its high educational value. She has also added a behavioral health experience for third year Clerks, which has been well received. She has standardized a number of the processes and experiences to ensure each student gets a great experience while rotating at HFHC.

- **Allison Hargreaves, MD** has transformed the Worcester Family Medicine residency's Family Medicine teaching service, making it a much more positive experience for residents. She successfully developed a clinical simulation program, procuring a grant to purchase simulation models to enable residents and faculty to sharpen their clinical skills. She has taken on the Medical Director role at Holden Nursing and Rehabilitation Center where she has developed a robust teaching experience for residents and achieved some impressive performance measures, reducing hospitalizations. She has presented this work at FMECC.
- **Mary Lindholm, MD** assumed responsibility for the Family Medicine third year clerkship in 2011 , performing in an exemplary fashion. Her collaborative style has continued to make the clerkship highly rated and valued by both the school and the faculty. This work is in addition to her efforts in the Clinical Faculty Development Center, where her teaching and curricular abilities are highly valued.
- **Patricia Ruze, MD** has been a champion for clinical education in criminal justice health at the medical school. She continued to serve as an Assistant Professor in the Department after the state transitioned its health services from UMass to a private contractor, and because of her advocacy, the educational experiences set up over a decade were maintained. With Patty's efforts, we have maintained continuity for clinical electives and longitudinal preceptor students in the prisons. In addition, she has been recognized with an Educational Star Award for the Flexible Clinical Elective which she designed. Under her co-direction, a new Optional Enrichment Elective on Criminal Justice Health was established last year with rave reviews from students and the Population Health Clerkship on Correctional Health was reestablished for 2014.
- **Virginia (Ginny) Van Duyne, MD** joined the faculty last year at Family Health Center of Worcester and as Associate Director of Women's Health for the Worcester Family Medicine Residency. Since returning to her residency training site, she has taken on a strong leadership role both in the residency and in her clinical experience at FHCW. She has reorganized the MCH curriculum both in terms of a resident centered schedule and didactics. She has developed a standardized workshop and didactic schedule ensuring education in the basics.

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

- **Rick Sacra** has been a pillar of the faculty at Family Health Center of Worcester, where he has been highly regarded for his excellence as a clinician and teacher. In addition, he stands as a role model for us all as he has demonstrated his longstanding commitment to the people of Liberia as a physician at ELWA Hospital in Monrovia. In August, he returned to Liberia after two of his colleagues were forced to return to the US for treatment upon being infected with Ebola. As he later noted, “we have lots of people – we have firefighters and police officers and military personnel – lots of people who head the wrong way, into instead of away from dangerous situations . . . There’s a sense of obligation, there’s a sense of desire to serve a group of people that they feel connected to. I think we all have that human instinct that says that we can’t leave somebody who is in need – I have to help – It’s as simple as that.”
- **HealthAlliance Fitchburg Family Practice Physicians, Staff and Residents:** In the fall of 2013, financial and management difficulties at the Federally Qualified Community Health Center in Fitchburg, which hosted the Fitchburg Family Medicine Residency, created an acute crisis for the program. Revitalization of the clinical practice and of the residency itself became a “Must Do/Can’t Fail” priority for the Department. With assistance from HealthAlliance in neighboring Leominster, the faculty, staff, and residents met the challenge. Over a six month period, under the leadership of Interim Director Nic Apostoleris PhD, and Residency Director Jim Ledwith, the faculty, staff and residents worked to establish a new practice with a new location, new staff, equipment, medical record, etc. – everything one needs to build a practice from scratch – and opened on time to care for patients transferred from the original practice. The program also filled in the match. The Department owes its gratitude to those who made it happen, including:

Faculty

Nic Apostoleris, PhD
James Ledwith, MD
Margarita Castro-Zarraga, MD
Felix Chang, MD
Cheryl Divito, DO
Mary DiGangi, PA-C
Sharon Machado, NP
Peter McConarty, MD
Abhijeet Patil, MD
Michele Pugnaire, MD
Stefan Topolski, MD

Staff

Elaine Desjardins and Carol Roberts

Residents (PGY2 & 3)

Christine Wang Ashour, DO
Crystal Benjamin, MD
Benjamin Calef, MD
Kavita Deshpande, MD
Cassandra Dorvil, DO
Corinne Grant, DO
Edward Jackman, MD
Jeremy Morrison, DO
Jennifer Smith, MD
Jeff Wang, MD
Jonathan Yoder, MD

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 | Senior Vice Chair |
| 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 other leaders 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:

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|---------------------------|--|
| Nic Apostoleris, PhD, MBA | Interim Director, Fitchburg Family Medicine |
| Katharine Barnard, MD | Medical Director, Plumley Village Health Services |
| Alexander Blount, EdD | Director, Behavioral Science |
| | Director, UMass 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 Kostecki, 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 |
| | Director, Behavioral Science, Worcester Family Medicine Residency |
| Sherrilyn Sethi, MMH, DMH | Assistant Residency Director, Education Development and Curriculum Assessment |
| 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, Worcester Family Medicine Residency |

For UMass Medical School

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|----------------------|--|
| 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 |