

**Department of Family Medicine and
Community Health**

ANNUAL REPORT

2014-2015



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, 2014 through September, 2015

Transforming the Health of the Country: One Department's Role

We've ventured into the territory between fee-for-service and value, surrounded by rapid change. It's rocky ground, especially given the fragmented and siloed systems that need to be changed, buttressed by political and economic forces supporting the status quo.

Have you noticed the dissonance? We've certified our practices as medical homes, but they don't feel like "home." We struggle with electronic records, with the competing priorities of fee-for-service and population health, with the elusive definition of quality. For many of us, the emergence of urgent care centers, retail clinics, online services for acute medical problems, or home-based care provided by insurance companies challenges our view of the role of the Family Physician.

If you're looking for inspiration, I recommend the September, 2015 edition of *Family Medicine*,¹ which provides a series of thoughtful, well-researched papers derived from the "**Family Medicine for America's Health**" project. Leaders from clinical medicine, health policy, and academia provide us with a collective vision for **Transforming the Health of the Country**, describing the work that needs to be done to achieve the triple aim of improved population health, improved experience of care, and lowered cost for the nation.

The blueprint for change starts with the understanding that a health care system with a strong primary care base delivers the highest quality, the lowest cost, and the greatest equity. And "because Family Medicine is deeply rooted in the communities we serve; is based on trusting, long-term relationships between physicians and patients; (and) now represents the largest and most widely distributed primary care specialty geographically . . . we can play a significant role in shaping health care system transformation."² This is where we need to go – to a system that emphasizes the critical role of the Family Physician in accepting responsibility for implementing the triple aim.

In these times, what's the role for an academic Department such as ours? Practically speaking, we have work to do. There are patients to be seen, students, residents and fellows to be taught, grants to be written, service to be provided. Despite the dissonance, we need to provide workplaces where it's possible to get our work done, striving to provide model practices for our learners.

As dissonance increases, pushing back won't cut it. The *Family Medicine* issue includes a historical perspective written by John Frey, an early member of our faculty (now Chair emeritus at the University of Wisconsin), who warns us about our own inertia: "There has to be a change in 'us,' not just 'them.' One can't expect radical changes in others while remaining on an island of incrementalism."³

¹ Family Medicine, Volume 47, Issue 8, September 2015

² Puffer,J, et al. Envisioning a New Health Care System for America. Family Medicine 2015; 47(8):598-603

³ Frey,J. Family Medicine for America's Health and Escape Velocity. Family Medicine 2015:47(8):643-45

To foster change, an academic Department serves an important role, rising above its day-to-day responsibilities. We serve as a connector, a catalyst for talented people to learn from each other, to collaborate, to innovate, to find solutions to complicated problems. Some of the most effective change comes from synergy and from thinking outside our comfort zones.

In the meantime, how can we deal with the dissonance?

First, let's recognize our strengths. Our Department has taken on a complex commitment of its own – improving the health of populations, with a special emphasis on those most vulnerable. This is hard work, but we're pretty good at it. The model outlined by several of the *Family Medicine* authors includes three critical elements – primary care, behavioral health, and an understanding of our patients' communities – integrated together as an “essential element of the new delivery model.”⁴ Primary care? Our faculty are some of the best clinicians you could find anywhere, skilled in the management of some of the most complex patients. Behavioral health? Our faculty includes pioneers who are integrating behavioral medicine into our own practices. Understanding communities? Years ago, we recognized that understanding the basic principles of Community Health is critical to our mission, and we work at it every day.

Second, as the dissonance of change ramps up, let's be certain that we celebrate our successes. They represent the vast majority of the work we do. Every day, we provide care of the highest quality for our patients and for our communities, through some of the most innovative programs that you will find anywhere. I hope you will join me in contributing brief descriptions of projects that work, video clips, news releases, etc. to share on our listserv, or to highlight at faculty meetings, dinners, retreats, etc.

Finally, let's take care of ourselves. Last year, Tom Bodenheimer and Christine Sinsky proposed expansion of the IHI triple aim into a “quadruple aim,”⁵ with the added goal of improving the work life of health care providers, including clinicians and staff. This year, we are sponsoring a new set of initiatives devoted to supporting wellness across our workplaces and programs. Please join in. As we face the challenges, let's remember that as we're between volume and value, facing the winds of rapid change, we're bound to feel uncomfortable.

Through the noise, let's remember the collective goal: To transform the health of the country, for everyone.

It's a privilege to be surrounded by such talented people. Every day, I learn something, hear new ideas and witness tremendous accomplishments. Thanks for all that you do.

Daniel Lasser, MD, MPH
October, 2015

⁴ Puffer, J, et al. Envisioning a New Health Care System for America. *Family Medicine* 2015; 47(8):598-603

⁵ Bodenheimer, T, Sinsky, C. From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider. *Ann Fam Med* November/December 2014 vol. 12 no. 6 573-576

Highlights

*Activities outlined in this report occurred during the 12 month period
from October 1, 2014 through September 30, 2015*

Clinical Services4

The Department promotes and provides equitable and accessible, innovative, high quality, evidence based clinical care to diverse communities.

Education11

Our advanced education programs will serve as a leading resource for addressing the primary care and public health workforce needs of the Commonwealth of Massachusetts.

Research and Medical Writing14

The Department will conduct and disseminate prominent and relevant research focused on health promotion, disease prevention and innovative approaches in primary health care, with a particular focus on health disparities.

Community Health18

The Department will integrate community health into our family medicine practices, training programs and scholarship while engaging communities and community-based coalitions to improve the health of communities and populations.

Faculty Organization and Culture21

We will be a highly functioning academic and clinical Department, with a leadership and management infrastructure that is mission-driven, aligning planning and implementation while supporting a culture of innovation and professional development.

Leadership30

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Clinical Services

The Department strives to “*promote and provides equitable and accessible, innovative, high quality, evidence based clinical care 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 2015 at about 150, with over 80% serving as members of the Active or Active Referring medical staff at UMass Memorial Medical Center (UMMHC), 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, clinical social workers and clinical psychologists.

Ambulatory Care at Our UMMMC Based Health Centers in Worcester: The Family Health Centers managed by the Department in Worcester 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 91,000 ambulatory visits, representing a 5% increase over the prior year:

| | 2013-2014 | 2014-2015 |
|------------------------------------|-----------|-----------|
| • Barre Family Health Center: | 37,615 | 39,825 |
| • Benedict Family Medicine: | 18,642 | 19,653 |
| • Hahnemann Family Health Center: | 23,742 | 24,781 |
| • Plumley Village Health Services: | 6,607 | 6,812 |

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. A key feature of practice transformation has been the integration of behavioral health into the practices. All of the health centers have achieved level 3 NCQA

PCMH certification, and in 2015 the Barre Family Health Center became the first to submit its application for recertification as a PCMH under updated NCQA requirements.

Patient Care in Fitchburg: In July, 2014 the Fitchburg Family Medicine Residency practice transitioned from a partnership with Community Health Connections, a local federally qualified health center, to establish its own practice. Under the management umbrella of the Department and HealthAlliance, the UMass Memorial member hospital in Leominster, the practice began operations in July, 2014 in new clinical and teaching space leased from Community Health Connections. In August, 2015 Beth Mazyck, MD was appointed Medical Director for the Department's activities in Fitchburg, with Jim Ledwith, MD continuing to serve as residency program director. Under their capable leadership, the converted residency practice was opened and saw its former CHC patients under the new management structure. At the end of its first year of operation, the practice had seen 15,600 visits.

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. David Ammerman directs the service.

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 2015 (see the table on the next page) indicate:

- There were 3,456 hospital discharges for patients cared for by family physicians, including 576 obstetrical deliveries and 615 newborns;
- Approximately 95% 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 7,441 hospital discharges of patients referred by family physicians to specialists who provided the care in the hospital.

Over the past several years, these numbers – 10,897 in total – have remained stable, with small variations in the distribution between adult, obstetrical and newborn care provided by family physicians and stable numbers of discharges by specialists caring for our patients.

Hospital Medicine Service: While some members of the Department still round on their own inpatients, the majority relies on the Department's Hospital Medicine service at the Medical Center's Memorial campus. Beth Koester, MD serves as Director of the Service. The faculty on the service provided care for almost 2,200 adult inpatients in FY15, a number that was up 9% 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 Worcester Family Medicine residency's Family Medicine Inpatient Service. The faculty provides a standardized curriculum for residents on their adult inpatient

rotations. They are also involved in undergraduate medical education as well, providing oversight of the fourth year Family Medicine Subinternship, and teaching in the third year Clerkship.

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

| | FY10 | FY11 | FY12 | FY13 | FY14 | FY15* |
|--|--------|--------|--------|--------|--------|--------|
| Inpatients under the care of a Family Physician | | | | | | |
| Adults | 2,390 | 2,498 | 2,558 | 2,649 | 2,067 | 2,265 |
| Children | 47 | 4 | 1 | 2 | 0 | 0 |
| Newborns | 711 | 782 | 694 | 665 | 683 | 615 |
| Mothers | 535 | 601 | 562 | 555 | 575 | 576 |
| Total | 3,683 | 3,885 | 3,815 | 3,871 | 3,325 | 3,456 |
| Inpatients cared for by specialists with a Family Physician identified as the PCP | | | | | | |
| Referred Patients | 6,779 | 6,888 | 7,105 | 6,960 | 7,578 | 7,441 |
| Total FM inpatients | 10,462 | 10,773 | 10,920 | 10,831 | 10,903 | 10,897 |

**annualized based on 3 quarters in FY15*

Family Medicine Maternity Services in Worcester: Maternity care takes place at the Medical Center’s Memorial’s Memorial campus, which is also the perinatal and neonatal referral center for central Massachusetts. While regional trends have shown a decrease in the birthrate, the percentage of deliveries performed by family physicians at the Medical Center has remained steady at about 14%.

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; Thomas Byrne, MD, Chief Medical Officer), which also serves as the third health center site for the Worcester Family Medicine Residency. Both CHCs have integrated maternity care for their patients into the Department-wide obstetrical coverage group. Medical inpatients from both health centers are cared for by the Department’s Family Medicine hospitalists.

Integration of Behavioral Health into Primary Care (and vice versa): Under the leadership of Alexander (Sandy) Blount, EdD, the Department has been a national leader in the integration of behavioral health into primary care, with a series of clinical and training programs. Imbedded into the Barre, Benedict and

Hahnemann practices, behavioral science faculty work with our family physicians and residents as part of an integrated clinical care model. In recent years, the health centers have begun to augment their capacity in behavioral health with the addition of social workers to their clinical teams.

The behavioral health faculty teach students, residents and Integrated Primary Care Fellows, and participate in training programs sponsored by the UMass Center for Integrated Primary Care (discussed in detail in the section devoted to Education).

Faculty from the Department of Psychiatry provide on-site consultation at the Barre, Benedict, Plumley and Hahnemann practices, and in 2015, the Department of Psychiatry co-located and integrated a portion of its outpatient practice and residency at the Hahnemann Family Health Center.

Community Healthlink (CHL) is a member of UMass Memorial Health Care providing prevention, treatment and recovery programs addressing mental health, addiction, and homelessness. The Department works closely with CHL to provide primary care services within settings serving CHL clients in Worcester and Leominster. Erik Garcia, MD serves as Medical Director for the Worcester Homeless Outreach and Advocacy Program. In 2015, two additional physicians were added to the program.

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

- Faculty provide student health services for UMass Medical School (Phil Fournier, MD, 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.

Some faculty are also based within Divisions co-sponsored by our Department and the Department of Medicine in Geriatrics and in Palliative Care (Jennifer Reidy, MD, co-Director).

Quality: Over the past few years, much of the work related to quality improvement has focused on practice transformation, introduction of Lean methodologies, and a series of clinical metrics linked to insurance products, notably Blue Cross' Alternative Quality Care contract.

In 2014-15, the Department's Barre, Benedict, Hahnemann and Plumley Village practices piloted Massachusetts Medicaid's new "Primary Care Payment Reform" initiative, which features primary care capitation, with enhancement to support behavioral health and psychiatric services.

Roger Luckmann serves UMass Memorial Medical Center as a Physician Quality Officer, and he oversees staff providing outreach support for the Department's practices to manage quality metrics.

Monthly Morbidity and Mortality Conferences serve as a forum for in-depth peer review and quality analysis of complicated or difficult clinical issues. The conferences provide a safe environment to disclose and discuss difficult cases among their peers with the goal of improving patient care. Case presentations come from Family Health Centers, maternal-child health, hospitalists, and the inpatient service. Jeremy Golding serves as Quality Officer with responsibility for the Department's Morbidity and Mortality activities.

As of October 1, 2015, the list of health professionals who are professionally credentialed at UMass Memorial Medical Center in Worcester included the following:

**Health Professionals Professionally Credentialed as Members of the
Department's Medical Staff at UMass Memorial Medical Center (Worcester)
October 1, 2015**

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

Marcy Boucher, MD
Kosta Deligiannidis, MD
Stephen Earls, MD (Medical Director)
Lauren Eidt-Pearson, LICSW
Allison Hargreaves, MD
Judy Hsu, DO
Cynthia Jeremiah, MD
Jillian Joseph, PA-C
Christie Langenberg, MD
Steve Martin, MD
Daniel Mullin, PsyD
Stacy Potts, MD
Brian Sullivan, MD
Kristin Wickstrom, PA-C
Duncan Wellan, NP

Hahnemann Family Health Center

Ronald Adler, MD
Kimberly Bombaci, MD
Jennifer Buckley, MD
Stephanie Carter-Henry, MD
Joan Dolan, RNC, FNP
Michael Ennis, MD
David Gilchrist, MD (Medical Director)
Gerald Gleich, MD
Jeremy Golding, MD
Tope Oluwa, MSW
Christine Purington, MD
Molly Rivest, DNP
Christine Runyan, PhD
Amanda Vitko, MD

UMass Memorial/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 Fitchburg

Karla Christo, MD
Edna MarkAddy, MD
Bernard Westerling, MD

UMass Memorial/CMG Marlborough

Julie Ozaydin, MD
Rocio Nordfeldt, 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

UMass Memorial/CMG East Douglas

John Lawrence, MD

Community HealthLink

Erik Garcia (Medical Director, HOAP)
Jennifer Bradford, MD
Hugh Silk, MD

Geriatrics

Erika Oleson, DO

Sports Medicine

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

Addiction Medicine

Jeffrey Baxter, MD
James Broadhurst, MD

College Health

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

Hospital Medicine/Memorial Campus

Mohammad Alhabbal, MD
Paul Daniel, MD
Beth Koester, MD (Chief)
Iftikhar Khan, MD
Pankaj Ksheersagar, MD
Jason Numbers, MD
Noah Rosenberg, MD
Patricia Seymour, MD
Saurabh Sharma, MD
Roma Mohan Takillapati, MD

Hospital Medicine/HealthAlliance

David Ammerman, MD (Chief)
Ximena Castro, MD
Felix Chang, MD
April Cyr, MD
Roberto Larios, MD
Edna MarkAddy, 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

Mary DiGangi, PA-C
James Ledwith, MD
Charles Lehnardt, MD
Sharon Machado, NP
Beth Mazyck, MD (Medical Director)
Peter McConarty, MD
Abhijeet Patil, MD
Michele Pugnaire, MD

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

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
Michele Pici, DO (Medical Director)
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
Hannah Melnitsky, MD
Laura Petras, MD
Claudeleedy Pierre, MD
Valerie Pietry, MD
Melissa Rathmell, MD
Navid Roder, MD
Rola Saab, MD
Richard Sacra, MD
Monisha Sarin, MD
Amber Sarkar, MD
Sara Shields, MD
Olga Valdman, MD
Virginia Van Duyne, MD
Linda Weinreb, MD
Sarah Zakaria, MD

Greater Gardner Community Health Center

Cheryl Divito, DO (Medical Director)
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

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

Center for Health Policy and Research

Jay Himmelstein, MD, MPH

Clinical Faculty Development Center

Scott Wellman, MD

Independent Family Physicians

Mohammad Alhabbal, MD
Christopher Bechara, MD
Nancy Berube, 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
Peter Scuccimarri, MD
Diana Trister, DO
Sheila Trugman, MD
Leonard Waice, DO
Robert Weitzman, MD
Jennifer Weyler, MD
Heidi Shah, MD
Cindy Steinberg, MD

Education

The Department's goal in education is that ***"our advanced education programs will 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: Department faculty have extensive involvement across all four years of the medical school and its curriculum:

- Mike Ennis, MD serves co-directs the medical school's ***Learning Communities***, and serves as Head of House and House Mentor (Blackstone House). Phil Fournier, MD serves as Head of House and House Mentor (Kelley House). House Mentors also include Lisa Gussak, MD (Burncoat House), Jay Broadhurst, MD (Kelly House) and Hugh Silk, MD (who assumed interim responsibilities in Kelly House and was subsequently appointed as House Mentor for Quinsigamond House). Five of the medical school's 20 House Mentors are based in our Department.
- Fifty-two family physicians hosted 1st and 2nd year students in their practices for the ***Longitudinal Preceptorship Program***.
- Suzanne Cashman ScD, served as co-director of the ***Determinants of Health*** course for first and second-year medical students. A key component of the course, the interprofessional ***Population Health Clerkship***, was directed by Heather-Lyn Haley PhD. In the clerkship, 30 small groups, mostly facilitated by department faculty, were based at sites across the state. Students completed service projects (examples ranging from the development of patient education materials to hosting a senior health and safety fair), and were given opportunities to spend time with populations including children with asthma, adolescents, refugees, incarcerated persons, and elders at risk for falls.
- Department faculty taught and provided leadership to one-day third year "Interstitial Curriculum," programs 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 ***Senior Scholars*** program (Judy Savageau, MPH, Director) oversaw a total of 33 projects for the medical school, with 3 of the projects completed by students going into Family Medicine.
- The Medical School's new ***Capstone Scholarship & Discovery Course*** pairs faculty members with medical students who are working on a required project to be completed in the fourth year. Department faculty are advising 31 students engaged in 25 projects (either solo or group-based); over 50 Department faculty have volunteered to be a student advisor.

The Department sponsors key required and elective courses:

- The required third year ***Family Medicine Core Clerkship*** (Mary Lindholm, MD, Clerkship Director, with Drs. Kristin Mallett, Frank Domino, Cynthia Jeremiah, Tracy Kedian, Kim Houde and Ahmed Hussain serving as core faculty) continued to be highly rated, with 85 faculty across the state serving as preceptors.
- The fourth year ***Family Medicine Subinternship*** (Patricia Seymour, MD, Director) placed 20 students at HealthAlliance Hospital in Leominster or at the Memorial campus in Worcester.

- 17 4th year electives were offered to more than 80 students covering topics including **Sports Medicine, Healthcare for the Homeless** and **Correctional Health Care**. Over 80 students participated in the **Medical Writing and Evidence-Based Medicine** elective offered by Frank Domino, MD.
- The Department offered over half a dozen student experiences as part of the medical school's new "Flexible Clinical Experiences," including topics devoted to **Adventures in Prison Medicine, Country Doctoring-Rural Medicine, Health Behavior Change, Policy and the US Health Care System** and **Traditional Osteopathy**.
- **Medical Student Pathway: Rural Health Scholars**, directed by Suzanne Cashman, ScD, Steve Martin, MD and Marcy Boucher, MD recently completed its fourteenth year with support from the Mass AHEC Network. An Optional Enrichment Elective, the Pathway identifies medical and nursing students early in the course of their education who have an interest in practicing in rural areas or small towns. Participating students' longitudinal preceptorships, Population Health clerkships, summer jobs, and selected electives occur in rural or small town communities.

Family Medicine Interest Group: Drs. Kosta Deligiannidis and Kristin Mallet served as advisors to the Family Medicine Interest Group which included approximately fifty first- and second-year medical students. Frank Domino, MD worked with third and fourth year students interested in Family Medicine.

Family Medicine Match: 11 students – 9% of the Class of 2015 – matched into Family Medicine residencies:

- | | |
|---------------------|---|
| • Anne Barnard | Group Health Cooperative/Capitol Hill, Seattle, WA |
| • Kimberly Cullen | Swedish Medical Center, Seattle, WA |
| • Chelsea Harris | Greater Lawrence Family Health Center, Lawrence, MA |
| • Joshua Kahane | Brown Medical School/Memorial Hospital, Pawtucket, RI |
| • Anthony Lorusso | UMass/FHCW, Worcester, MA |
| • Sumathi Narayana | Einstein/Montefiore Medical Center, Bronx, NY |
| • Jaime Reed | Bayfront Medical Center, St. Petersburg, FL |
| • Nithya Setty-Shah | Rutgers-RW Johnson Medical School, New Brunswick, NJ |
| • Avinash Sridhar | Mountain Area Health Education Center, Asheville, NC |
| • Karen Tenner | Boston University Medical Center, Boston, MA |
| • Gina Zarella | UC San Diego Medical Center, San Diego, CA |

Graduate Education: Our graduate training programs continued to attract competitive applicants from around the country. All programs filled in their respective match programs.

- The **Worcester Family Medicine Residency** (Stacy Potts, MD, MEd, Director) trains 36 residents in three tracks (Barre Family Health Center, Hahnemann Family Health Center, Family Health Center of Worcester (FHCW)). Graduates included (Barre): *Judy Hsu, DO, Vaishali Patel, MD, Noah Rosenberg, MD*; (FHCW): *Iun-lu (Aileen) Chen, DO, Paul Daniel, MD, Alexandra Sophocles, MD, Sing Wong, MD*; and (Hahnemann): *Mary Cooper, MD, Marissa Hamrick, MD, Laura Hill, MD, Farah Khan, MD*.
- The **Fitchburg Family Medicine Residency** (Jim Ledwith, MD, Director) trains 15 residents. In 2014, the residency settled into a new practice location as HealthAlliance Fitchburg Family Practice. In June, the program graduated: *Christine Wang Ashour, DO, Crystal Benjamin, MD, Kavita Deshpande, MD, Edward Jackman, MD, Jennifer Smith, MD and Jeff Wang, MD*.

- The **Primary Care Psychology Fellowship** (Tina Runyan, PhD, Director) is a two year program which prepares Fellows to practice integrated behavioral health within primary care practices, and provides teaching to residents and students as well. There were no graduates in 2015.
- The **Sports Medicine Fellowship** (Herb Stevenson, MD, Director) graduated two Fellows, *Tara Futrell, MD and Nathan Cardoos, MD*. The program supports a broad array of high school and college sports programs across the region. Its faculty and Fellows are also actively engaged in teaching residents and students.
- The **Preventive Medicine Fellowship** (Jacalyn Coghlin-Strom, MD, MPH, Director) is designed to prepare primary care physicians to assume leadership positions in public health and preventive medicine. Two Fellows graduated in 2015, *Kathryn Brodowski, MD, MPH and Jennifer Bradford, MD, MPH*.
- A new Community-Based **HIV and Viral Hepatitis Fellowship** was established at Family Health Center of Worcester under the direction of Phil Bolduc, MD. In June, it graduated its first Fellow, *Navid Roder, MD*. The fellowship seeks to train family and internal medicine primary care specialists to also become experts in HIV and Hepatitis B and C and to become educators and leaders in the care of this population in community-based primary care settings.
- A new **Global Health Fellowship** was established at Family Health Center of Worcester under the leadership of Olga Valdman, MD. The program was built upon a very successful global health track within the Worcester and Fitchburg residency programs. The program accepted its first Fellow in July, Daria Szkwarko, MD who is also completing her Fellowship in Preventive Medicine.

MPH program: A **Master of Public Health** (Jacalyn Coghlin-Strom, MD, MPH, Director) is accredited through the School of Public Health and Health Sciences at UMass/Amherst, and is offered through the Department with courses taught in Worcester by faculty from both campuses. The Program draws a wide spectrum of students, including medical students, residents and fellows, area physicians, and other health professionals. Twelve students graduated from the program and 3 were accepted into the *Phi Kappa Phi* Honor Society. Jennifer Bradford, a graduate of both the Preventive Medicine Residency and the MPH Program, was inducted into the *Rho* Chapter of the *Delta Omega* Honor Society, a prestigious public health honor society.

Federal training grants: For decades, the Department's curricular efforts have benefited from funding from the Health Resources and Services Administration (HRSA). In 2014-15, federal support included:

- Predoctoral Education (Bob Baldor, MD, PI): Funding supported medical student curricula focused on cultural competency, global health and the Patient Centered Medical Home.
- Family Medicine Residency Training (Worcester Family Medicine Residency, Stacy Potts, MEd, MD, PI): Funding supported curriculum development and training in the Patient Centered Medical Home.
- Family Medicine Residency Training (Fitchburg Family Medicine Residency, James Ledwith, MD, PI): Funding supported Geriatrics education.

Presentations by faculty, fellows and residents occurred 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 and publications can be found on our website.

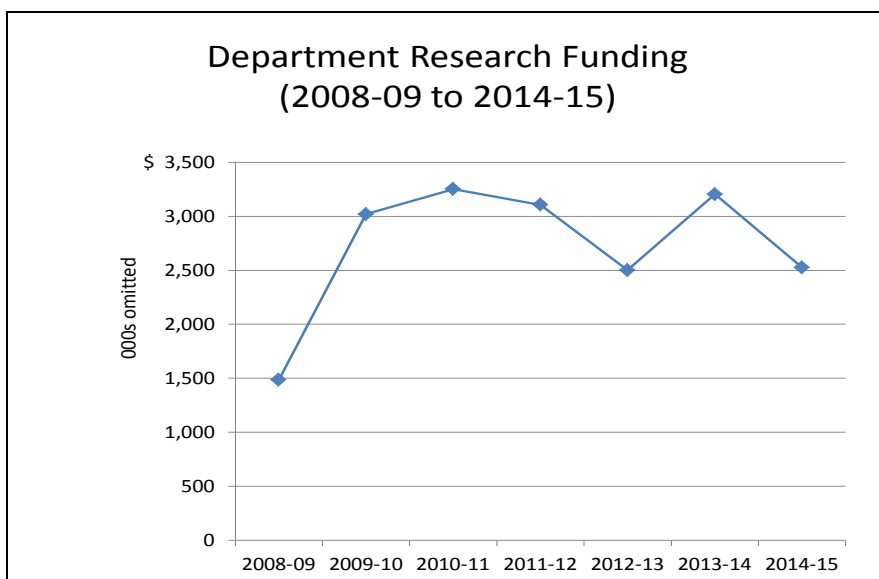
Research and Medical Writing

The Department strives to “**conduct and disseminate prominent and relevant research focused on health promotion, disease prevention and innovative approaches in primary health care, with a particular focus on health disparities.**” Linda Weinreb, MD, serves as Vice Chair for Research.

The Department had a productive year, marked by the receipt of new grants, the continuation of extramurally funded grants and national dissemination efforts, strong collaborative relationships with our community and medical school partners, and continuing 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 support a cohesive infrastructure to promote collaboration among department faculty.
- The Department hosts a monthly Research Forum, which provides an opportunity for faculty to present their work (or work in progress). The Forum can be accessed via desktop computing.
- The Department was ranked 21st in 2014 among Family Medicine Departments receiving NIH funding (Blue Ridge Institute for Medical Research). Research funding totaled \$3,205,170 in 2014 and \$2,526,452 in 2015.



New grants in 2014-15:

- Robin Clark, PhD received an 18-month award from BlueCross BlueShield of Massachusetts for \$277,820, “*Identification of Effective Community-based Models for Coordinating Care for Patients.*”
- Linda Weinreb, MD was awarded a 9-month planning grant for \$99,958 from the Oak Foundation, “*Boston Homeless Families Health Care Project.*”

- Frank Domino, MD was awarded a 5-year consulting contract through Baylor College of Medicine/AHRQ for \$159,410, *“The John M. Eisenberg Center for Clinical Decisions and Communication Science.”*
- Warren Ferguson, MD received a 4-year conference grant from National Institute on Drug Abuse for \$25,511 per year, *“Dissemination and Implementation of Evidenced-based Treatments for Substance Abuse Disorders and HIV for Justice-involved Population.”*
- Judith Savageau, MPH was awarded a 4-month grant for \$72,920 from Massachusetts Department of Public Health, *“Assessment of Awareness of and Reimbursement Readiness for Diabetes Prevention Program.”*
- Roger Luckmann, MD was awarded a \$50,000 PCORI Dissemination Award, *“Direct Engagement of Stakeholders in Translating CER into Clinical Guidelines.”*
- Roger Luckmann, MD was awarded a \$50,000 PCORI Dissemination Award, *“Engaging Stakeholders in Decision Aid Implementation.”*

Dissemination

Publication: 74 manuscripts were published in 56 medical journals, including: *American Journal of Public Health, Family Medicine, Journal of the American Board of Family Medicine, BMC Public Health, Drug and Alcohol Dependence, JAMA, Journal of Substance Abuse and Treatment, Academic Medicine, JAMA Internal Medicine and Nicotine & Tobacco Research.* Topics included risk factors related to opioid dependence, nicotine dependence in teens, community health workers and health insurance assistance, ED use and hospitalization among homeless populations, post-partum depression among women with disabilities, chronic pain and productivity loss, individualized risk estimates by patients with type 2 diabetes, chronic care interventions for homeless women with alcohol use problems, academic correctional health partnerships, and school staff health and work productivity.

Presentation: 136 presentations were made at 48 regional, national and international conferences, including the STFM Annual Spring Meeting, AAFP Global Health Conference, STFM Conference on Practice Improvement, AAFP Annual Scientific Assembly, American Public Health Association Annual Meeting, Academy Health Annual Research Meeting, NAPCRG Annual Meeting, Collaborative Family Healthcare Association Conference, American Medical Society of Sports Medicine Annual Meeting, and the IHI Annual International Summit.

Medical Writing: Department faculty are also heavily involved in medical publishing. Frank Domino, MD, is Editor-in-Chief for Lippincott, Williams and Wilkins’ *Five Minute Clinical Consult*, and engages a significant number of faculty, residents, fellows, and medical students in the annual preparation of over 600 well-organized, concise summaries of common clinical conditions, written within the framework of evidence-based medicine. In addition, faculty published 4 book chapters.

Over 25 students, residents, faculty and graduates contribute to the Department's *Thursday Morning Memo*, a weekly electronic essay, story or poem reflecting on primary care practice and the doctor-patient relationship. A range of topics including home visits, correctional health, international medical missionary trips, and end of life care are covered. Hugh Silk, MD compiles and edits submissions.

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)*
 - *Community Health Workers/Diabetes Management (NIMHD; Hargraves, PI)*
 - *Identification of Effective Community-based Models for Coordinating Care for Patients (BlueCross BlueShield Foundation of Massachusetts; Clark, PI)*
- **Massachusetts Department of Public Health**
 - *Direct Engagement of Stakeholders in Translating CER into Clinical Guidelines (PCORI; Luckmann, PI)*
 - *Assessment of Awareness of and Reimbursement Readiness for Diabetes Prevention Program (Savageau, 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 provides support for faculty scholarship including research question development and assistance with research study design, implementation, analysis and write up of results. A structured program is described at <http://www.umassmed.edu/fmch/research/research-initiatives/>
- The Department's formal Mentorship Program (described on page 22) enrolled a new cohort of 14 mentor-mentee pairs (10 new and 4 continuing from the previous cycle). Eight of the mentor-mentee pairs identified scholarship development or specific scholarship projects as the focus of their work together.

Twenty clinical and education faculty were provided with assistance in developing grant applications, designing study protocols and data collection instruments. Support was also provided in data collection, data management and statistical analysis, and in developing IRB applications, conference presentations and journal manuscripts. Work with this group resulted in 2 publications (plus 5 publications currently in various stages of development or submitted/under review), and 4 presentations at regional and national conferences. Several projects have built upon the Department's investment in the use of Lean methodology

around clinical, educational and research endeavors. One particular A3 project led by core research faculty in partnership with faculty at the Barre Family Health Center (*Introducing the Use of Scribes in a Busy Family Medicine Primary Care Practice*) resulted in 2 faculty receiving their green belts, a presentation at the annual meeting of the Society of Teachers of Family Medicine, and submission of a manuscript to the Journal of the American Board of Family Medicine.

Community Health

In Community Health, the Department's strategic goal is ***"to integrate community health into our family medicine practices, training programs and scholarship while engaging communities and community-based coalitions to improve the health of communities and populations"***. Warren Ferguson serves as Vice Chair for Community Health, with guidance from an interdisciplinary Community Health Steering Committee. In 2014-15, we continued to monitor a series of metrics chosen in 2012 to measure progress toward three key objectives.

Objective 1. Partnership with community agencies: Progress toward the first objective - *We 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* - is measured via an inventory of active partnerships and collaborations. An inventory that was developed for a 2014 UMass Medical School application to the Carnegie Foundation's for designation as an Engaged University highlighted 15 strong community partnerships, ensuring ongoing recognition and tracking of these relationships.

Community Health Centers: Longstanding relationships with Family Health Center of Worcester (FHCW) and Edward M. Kennedy Community Health Center (EMKCHC) continue to flourish, including collaborations in clinical care, teaching, research and scholarship. FHCW hosted a 2014 Population Health Clerkship team as well as 4 students in the 2015 summer service-learning assistantship program. Students worked on hypertension management protocols, treatment of ADHD, and the Farm to Family Health Center food prescription project. EMKCHC hosted a summer assistantship student whose work advanced the health center's community health worker training initiative. Other CHC relationships included:

- Collaboration on a Center for Health Equity and Intervention Research study to improve hypertension outcomes: Video stories 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 is being delivered by Community Health Workers. This project has been featured on the AAMC Virtual Site Visit website as an example of a medical school working to improve health equity.
- Quality improvement activities at FHCW and EMKCHC.
- Continuation of an academic affiliation with the Greater Lawrence Family Medicine Residency, located at the Greater Lawrence Family Health Center.
- Involvement of Outer Cape Health Services as a Population Health Clerkship site as well as a significant partner for work continuing through the University's Center for Clinical and Translational Health.

Objective 2. Integration of Population Health Training into Practice: The second objective for community health is *to integrate training in public health concepts and the application of community health strategies within clinical practices as we create patient-centered medical homes*.

Population Health Clerkship (PHC): Suzanne Cashman ScD, served as co-director of the Determinants of Health course for first and second-year medical students. A key component of that course, the interprofessional Population Health Clerkship, was directed by Heather-Lyn Haley PhD. In 2014, thirty small

groups comprised of second year medical and graduate nursing school students were immersed in community settings for the PHC, learning from, with and about each other as well as a range of other health professionals as they explored factors influencing the care of specific populations. Geographically dispersed to urban areas including Worcester, Lawrence and New Bedford, as well as rural areas on Martha's Vineyard, Cape Cod, and in Barre, students completed service projects ranging from the development of patient education materials to hosting a senior health and safety fair. To learn more, visit the website: <http://www.umassmed.edu/fmch/communityhealth/pophealth/>

Objective 2 Metrics: Evaluation utilizes the AAMC Graduate Questionnaire, comparing UMass Medical School graduates' responses from year to year as well as against a national benchmark. UMass graduates consistently show improvement, as well as higher participation rates than the national average, on field experiences in global health, home care, nursing home care, and use of interpreters. They report more experience related to health disparities, cultural awareness and cultural competence, as well as more time spent on community-based research projects and working in free clinics.

We also examine data derived from the annual survey of graduates of our residency program. Seventeen graduates complete the section asking about their preparedness for practice in seven areas related to population health. For 6 of the 7 areas, the majority of residents reported being adequately or well-prepared, including the ability to assess community health needs and resources (61.5%), to use community resources to improve patient health (61.5%), and to advocate on behalf of patients or community around health issues (67%).

Objective 3. Academic scholarship and dissemination: *Community Health serves 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.*

Department faculty had a highly productive year with respect to scholarly work in community health. Strong relationships and collaborations with Commonwealth Medicine (CWM), the Department of Quantitative Health Sciences (QHS), the Division of Preventive and Behavioral Health (DPBH) in the Department of Medicine, and the Department of Psychiatry have led to grants, publications and presentations focused on innovative scholarship on vulnerable populations and high prevalence conditions under the umbrella of community health. (see table on the next page).

| Population/Community/Condition* | Grants | Publications | Presentations |
|---|---------------|---------------------|----------------------|
| Criminal Justice Health ¹ | 2 | 3 | 4 |
| Global and Refugee Health | 2 | | 4 |
| Health Disparities ^{1,2,3} | 2 | 1 | 1 |
| HIV ¹ | 1 | | 2 |
| Homelessness | 3 | 5 | 3 |
| Intellectual and Mobility Disability ¹ | 4 | 4 | 6 |
| Oral Health ¹ | 2 | 1 | 11 |
| Public Health ³ | 3 | 1 | 3 |
| Public Insurance ¹ | 2 | | 8 |
| Substance Disorders (Opioid) ¹ | 5 | 3 | 7 |
| Substance Disorders (Tobacco) ⁴ | 1 | 9 | 1 |
| Underserved Workforce Studies ¹ | 2 | | 5 |
| Total | 29 | 27 | 55 |

*Collaborative Projects: 1=CWM; 2=QHS; 3=DPBH; 4=Psychiatry

About Us: In addition to Vice Chair Warren Ferguson, Director of Community Health and Professor Suzanne Cashman, ScD and Project Manager and Assistant Professor Heather-Lyn Haley, PhD form the core for organizing community health work across the spectrum of department work. To learn more, visit the department's Community Health website at <http://www.umassmed.edu/fmch/communityhealth/> and to read prior issues of our triannual Community Connections newsletter, visit the FMCH library website at: <http://libraryguides.umassmed.edu/fmpubs>

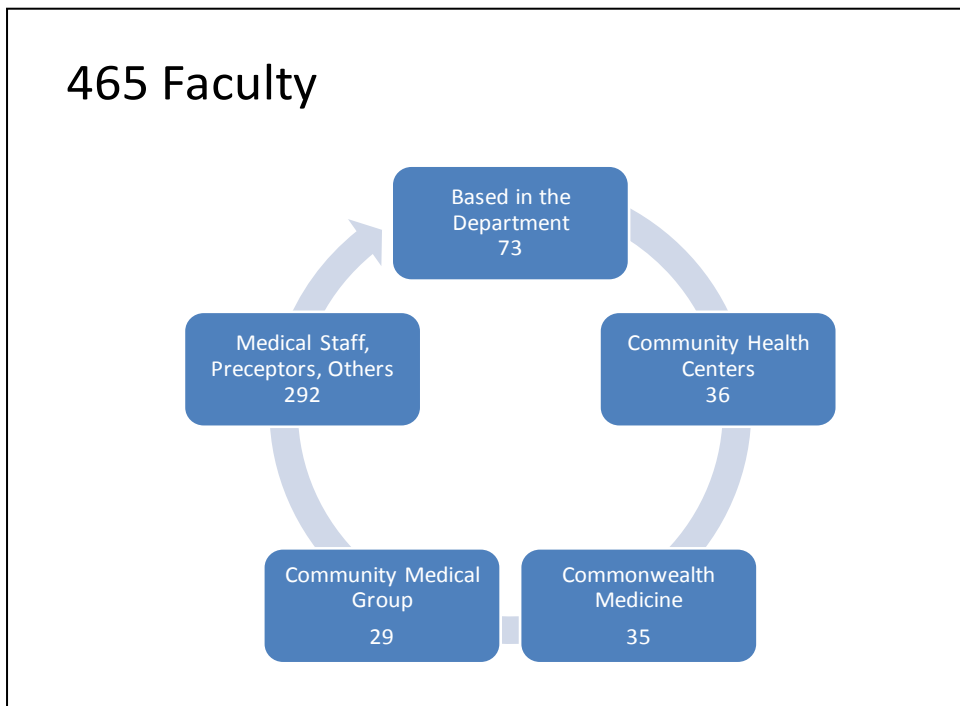
Faculty Organization and Culture

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 while supporting a culture of innovation and professional development”***.

Snapshot: On September 1, 2015, there were 465 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 Health Center);
- 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.

In addition, the largest concentration of faculty comes from locations across central Massachusetts and the Commonwealth. It includes private physicians on our medical staff, 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. A 2015 survey is underway; as in the past, the results of this survey will be shared with the leadership and faculty, and initiatives will be developed to address concerns that are raised.

One of the most frequent suggestions from the surveys was for the establishment of a mentorship program. In 2013, the Department launched a formal 18 month program bringing 21 mentor/mentee pairs together, with assistance from the medical school’s Office for Faculty Affairs. Elements of the program included orientations, formal mentorship contracts and goal setting, review and feedback regarding goals, required meetings every 4-6 weeks, reporting, and participation in an evaluation process. In many cases, projects were completed; in some, the formal relationship has continued.

In 2015, the Department launched its second cycle of the program for 14 mentor/mentee pairs. The program will operate over another 18 month period and includes an orientation, training sessions, reporting expectations, and an evaluation process. Mentor goals were categorized this year into four general categories:

- 2 focused on project development (completion of a specific project)
- 1 focused on program development (development of a new program)
- 6 focused on scholarship
- 6 focused on professional development (coaching in the use of management skills)

The Department sponsors a series of initiatives to address faculty retention, succession planning, and other 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.

For the past three years, Drs Linda Weinreb and Mary Lindholm have been hosting periodic social gatherings to support our women faculty, included dinners, breakfasts, and most recently, a hike. In general anywhere from 10-20 women faculty participate. This year the group requested alternating social events with facilitated discussions or outside speakers. Drs Weinreb and Lindholm conducted a brief survey over the summer of 2015 to determine whether the group is meeting the needs of women faculty and recommended changes. Eighty-five percent of respondents noted that the gatherings were somewhat or very valuable to attend and 90% thought the Department should arrange these events in the future.

The climate surveys also revealed concerns about increasing financial pressure resulting in shifting emphasis from academic to clinical work, coupled with 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
- Strategies to improve quality metrics
- A diabetes quality initiative
- Establishment of scribes at the Barre Family Health Center, with subsequent rollout to additional sites
- Generation of scholarship from Performance Improvement projects; and
- Periodic faculty surveys to measure the impact of the projects

Professional and Faculty Development

Teaching of Tomorrow (TOT) is a nationally recognized and highly acclaimed Faculty Development Program for preceptors of medical students and residents. First offered in 1994, the program is presented by UMass faculty from the Departments of Family Medicine and Community Health, Internal Medicine and Pediatrics. Last year 16 Department faculty joined a cohort of 60 faculty from across the northeast. Faculty participants in Track 1, an introduction to teaching in the clinical setting, included Navid Roder, Amanda Vitko, Sara Casey, Rebecca Blumhofer, Harmony Caton, Bassem Hanna, Ahmed Hussain, Christie Langenberg, Hannah Melnitsky, Claudia Pierre and Brian Sullivan. Virginia Van Duyne participated in Track 2, an advanced program for faculty who wish to deepen their knowledge and skills in teaching and learning.

Physician Leadership Development Program is a professional development opportunity offered through the UMassMemorial Medical Group. Ahmed Hussain completed the 12 month program, which ran from May 2014 – May 2015. He focused his project work on improvement of the functionality of Allscripts, and at the conclusion of the program his project was selected for ongoing financial support through the Innovation Fund managed by the clinical system.

Quality Scholars The Quality Scholars Program wrapped up another successful year with presentations by all 14 Quality Scholars at the Levine Symposium. Family Medicine Hospitalists Trish Seymour and Saurabh Sharma completed the program. Dr. Seymour's project was devoted to: *"Improving Communication and the Patient Experience on the Family Medicine Inpatient Unit"* and Dr. Sharma's project focused on: *"Improving Attending Physician Identification by Patients in the Inpatient Setting"*.

Grand Rounds The Department's weekly Family Medicine Grand Rounds maintains a focus on evidenced-based topics of general interest tailored to address the needs of the practicing Family Physician, with Prescribed CME credit from the AAFP. Jeremy Golding, coordinates the scheduling and selection of Grand Rounds topics. Grand Rounds takes place in the Memorial campus amphitheater, with videoconferencing to conference rooms at the Benedict Building, the Barre Family Health Center, Community Health Connections/ Family Health Center in Fitchburg, the Hahnemann Family Health Center, Family Health Center of Worcester, and HealthAlliance Hospital in Leominster. Sessions are also webcast to anyone with internet access, and are archived for future asynchronous viewing.

Maintenance of Certification Bob Baldor and Frank Domino hosted a session devoted to Maintenance of Certification in Family Medicine, working with over 30 Family Physicians. In November, a day-long session was devoted to the ABFM Self-Assessment Module on Asthma. Participants were given an overview of clinical issues in prevention and management, and worked through on-line questions and patient simulation in an interactive fashion.

Faculty Retreats The Department sponsored two faculty retreats during the year. In October, a one day retreat was held at Cyprian Keyes, focused on managing change while mastering innovation and dissemination. A two day retreat focused on medical student education was held in May at Wachusett Country Club. Faculty examined the challenges in building the pipeline for student interest in Family Medicine. In addition, programming meeting the criteria of the Massachusetts Board of Registration for required training in end of life care was offered.

Academic Promotions in 2014-15

Promotion from Associate Professor to Professor

Hugh Silk, MD graduated from McMaster University Medical School (1998) and the UMass Worcester Family Medicine Residency Program (Chief Resident, Hahnemann, 2001). He joined the faculty at the University of Connecticut's Family Medicine residency, and in 2006 he joined our residency faculty as an Assistant Professor at the Hahnemann Family Health Center, where he was quickly appointed as the center's Education Director. He was promoted to Clinical Associate Professor in 2008.

He has been committed to promotion of oral health as it relates to overall physical health. Over more than a decade, his efforts have resulted in the development of a national online curriculum entitled "*Smiles for Life*," which includes web-based modules, educational resources, patient education materials and teaching tools. In 2007, the Society of Teachers in Family Medicine awarded him the "Innovative Program Award" which honors excellence in the development of an educational program. He has worked with the American Dental Association, supporting their initiatives on oral health, as well as the Massachusetts Medical Society and the Mass League of Community Health Centers.

He is widely respected as an educator and invited speaker, and he has served as the PI on grants supporting oral health education for providers and the lay public. He has been first author on over 20 publications focusing on a topics including oral health, humanities in medicine. He created the Department's "*Thursday Morning Memo*," a narrative electronic publication. In 2012, he received the Leonard Tow Humanism in Medicine Award presented by The Arnold P. Gold Foundation for Humanism in Medicine.

Most recently, he has served as a House Mentor within the medical school's Learning Communities program.

Promotion from Assistant Professor to Associate Professor

Katharine Barnard, MD graduated from UMass Medical School (2000) and from the Worcester Family Medicine Residency (2003), where she served as Chief Resident at the Hahnemann Family Health Center. Upon graduation, she was recruited as an Assistant Professor based at our Plumley Village Health Services practice, where within two years she was appointed as Medical Director. As a faculty member, she

completed a Fellowship sponsored by the Community Faculty Development Center, as well as the Physician Leadership Development Program hosted by UMass Memorial Medical Group.

Dr. Barnard provides the full spectrum of care as she leads a practice devoted to health care for an underserved community, with a significant level of outreach activities. She has demonstrated a strong commitment to education, hosting preclinical as well as third and fourth year medical students at her site for preceptorships, including students from the Massachusetts College of Pharmacy and Health Sciences. She regularly supports the Medical School's Interclerkship programs as a small group leader, has lectured on maternity care for the Graduate School of Nursing, and teaches on the Family Medicine inpatient service. She has served as a mentor to medical and nurse practitioner students, residents, and junior faculty and has assisted with the development of a community medicine and population health curriculum to support the Residency Review Committee's milestones for family medicine residents.

Over a 14 year period, she has worked with Capes CARES, an international medical mission based in Honduras, with which she has served as a volunteer physician and in leadership roles. In recognition of her contributions, the Worcester District Medical Society honored her in 2012 with the A. Jane Fitzpatrick Award for Community Service.

Monika Mitra, PhD received her Masters degree (1993) and PhD (1997) in Geography, both from Boston University. She worked as a Research Analyst for the Center for Child and Adolescent Health Policy (1992-93) at Massachusetts General Hospital, and as a Senior Epidemiologist/Evaluator at the Massachusetts Department of Public Health (1998-2009). In 2010 she joined Commonwealth Medicine's Center for Health Policy and Research as a Research Scientist/Senior Program Director, appointed as an Assistant Professor. She has focused her research on health disparities experienced by young adults, women and adults with disabilities, with multiple publications in these areas. Her work has been supported by the Agency for Healthcare Research and Quality and the Department of Public Health, and she is currently the PI on an R01 grant devoted to Understanding Disability-related Disparities in Perinatal Health and Birth Outcomes.

She collaborated with the Massachusetts Executive Office of Health and Human Services on a Home Care Aide State Training program grant which brought in half a million dollars to UMMS/Commonwealth Medicine. She has served as a grant reviewer for the NIH and the CDC, and as a reviewer for a number of journals, and she currently serves as Program Chair for the Disabilities Section of the American Public Health Association. As a UMMS faculty member, she has served on several committees, including a Department A3 Team to help increase scholarship related to practice innovations, and she has provided mentorship to community faculty addressing Worcester's infant mortality rates. She has been the Co-director of the Population Health Clerkship on Living with Disabilities, and she continues as a faculty preceptor for Interclerkships including those focused on domestic violence, health and disabilities and multicultural health.

Promotion from Instructor to Assistant Professor

Apeksha Tripathi, MD, MPH joined the faculty in 2012 as an Instructor when she joined the UMass Memorial Community Medical Group at a Family Medicine practice in Northboro. Since her initial appointment, she has hosted first and second year medical students in the Longitudinal Preceptorship, and she has been very active as a highly rated preceptor in the third year Family Medicine Clerkship. Dr. Tripathi received her MBBS from the University of Bombay in India (1997) and her MPH from the University of Minnesota (2001). She trained

in Family Medicine at the Regions Hospital, Health Partners Institute, St. Paul, MN. Dr. Tripathi has presented regionally on topics such as preconception care, post-menopausal health, and women and heart disease.

Lev Levin, MS LIS, MA, AHIP joined the staff in the Lamar Soutter Library in 2004. A Simmons College graduate, he completed a Master of Science degree in Library and Information Science in 1996. In 2008 he was appointed as the Library's Manager for Educational Programming, with an appointment as an Instructor in the Department. He has served as an instructor and co-course developer in the required third year Family Medicine Clerkship since 2004 and has had responsibility for the evidence-based medicine curriculum for the entire school. He teaches at the Department's Family Health Centers, serving as a weekly resource for their clinical teams during chart rounds. He has served as Chair for both the North Atlantic Health Sciences Libraries Chapter and the Libraries in Medical Education Special Interest Group of the AAMC Northeast Group on Educational Affairs. He was recently awarded the Hall of Fame Award (2015) from the Massachusetts Health Sciences Library Network. He has published in the peer reviewed literature, and he has presented at national health sciences, library, and medical education meetings.

New Leadership Appointments

- **Thomas Byrne, MD** joined the Family Health Center of Worcester, where he was recruited as its Chief Medical Officer. A graduate of UMass Amherst (BS 1981) and the Uniformed Services University (MD 1985), he completed his Family Practice residency at Jacksonville Naval Hospital and served the Navy as a staff physician in Florida and in Washington state, where he taught at the Bremerton Naval Hospital's Family Medicine Residency. He served for eight years as a staff physician at DFD Russell Medical Center in Lewiston, ME, and then joined the faculty at Central Maine Medical Center's Family Medicine residency, where he also served as the Medical Center's Department Chair. He went on to co-Chair the Outpatient Care Council at Southern New Hampshire Medical Center in Nashua, where he also served as the Medical Center's Family Medicine Chair. Immediately prior to coming to Worcester, he served for three years as Medical Director for Hallmark Health Medical Associates, based in Woburn, MA.
- **Dennis Dimitri, MD:**
 - In May, he was installed as the first Family Physician to serve as President of the Massachusetts Medical Society
 - In April, he was recognized by the Board of Directors of the Society of Teachers of Family Medicine when they presented him with the 2015 STFM Advocate Award at the Society's annual Spring meeting in Orlando. He was recognized for his "track record as a key representative of our discipline, instrumental in leading important legislative advocacy efforts in Massachusetts, representing Family Medicine to state legislators during historic landmark healthcare reform, and a very strong advocate for students, residents, and faculty to become involved in government affairs."
- **Paul L. Jeffrey, PharmD**, MassHealth Director of Pharmacy, MassHealth Affairs, was one of 16 experts named by Massachusetts Governor Charlie Baker to serve on the Massachusetts Opioid Drug Formulary Commission.

- **Beth Mazyck, MD** was recruited to return to Fitchburg to serve as Medical Director of HealthAlliance Fitchburg Family Practice, home of the Fitchburg Family Medicine residency. Beth had previously served in a variety of leadership positions in Fitchburg, including Residency Director, Medical Director, and Interim CEO of Community Health Connections, a Federally Qualified Community Health Center. For the past two years, she served as Medical Director at the South End Community Health Center in Boston.
- **Hannah Melnitsky, MD** is the new Women’s Health Director for the Worcester Family Medicine Residency Program. She is a graduate of UMass Amherst (2002) and UMass Medical School (2010) and completed her family medicine residency training at John Peter Smith Hospital in Fort Worth, TX. She joined the core residency faculty at Family Health Center in Worcester in August 2014.
- **Dan Mullin, PsyD, MPH** was been appointed Associate Director of the UMass Center for Integrated Primary Care, and will step up as its Director in February, 2016, taking over the leadership position that has been held by Alexander (Sandy) Blount, EdD ever since Sandy founded the Center. Dr. Mullin joined the Department in 2008 as a member of the Behavioral Health faculty based at the Barre Family Health Center. Since that time, he has trained in field of Motivational Interviewing (MI), become a member of the Motivational Interviewing Network of Trainers (MINT), and developed a new course in the Center devoted to MI. A graduate (MA and PsyD) of Spaulding University in Louisville, KY, Dan did his internship in Primary Care Psychology at the University Colorado Health Science Center, and a Fellowship in Primary Care Psychology at the University of Rochester, School of Medicine. He has won several teaching awards, has written several successful grants, as well as papers and book chapters, and has presented nationally and internationally.
- **Stacy Potts, MD:**
 - was named President of the Board of the Family Medicine Education Consortium at their annual conference in October.
 - was elected Chair of the Family Medicine Review Committee of the Accreditation Council for Graduate Medical Education (ACGME) for a term that runs from July 2016- June 2019.
- **Tina Runyan, PhD**, was named the President Elect for the Collaborative Family Health Association (CFHA) for 2016-17.
- **Virginia (Ginny) Van Duyne, MD** was appointed to the position of Education Director for the Worcester Family Residency program at the Family Health Center of Worcester (FHCW), where she will have oversight for the Department’s education programs at the health center.

External Recognition

A number of faculty were recognized for their accomplishments in the past year:

- **Kate Atkinson, MD** was named Educator of the Year by the Massachusetts Academy of Family Physicians in recognition of her exemplary and longstanding track record as a preceptor of medical students in her office in Amherst. Kate is an alumnus of the Worcester Family Medicine residency (Hahnemann Family Health Center).

- **Phil Bolduc, MD** received the Mid-Career Achievement Award of the Family Medicine Education Consortium, which “identifies and acknowledges one mid-career faculty member each year who has demonstrated significant achievement.”
- **Stephanie Carter-Henry, MD** was selected as one of seven recipients of the 2015 New Faculty Scholar’s Awards from the Society of Teachers of Family Medicine. The award, provided as a catalyst for developing future leaders in academic medicine, is given by STFM to junior faculty who demonstrate “outstanding leadership potential.”
- **Mattie Castiel, MD** was named 2015 Community Clinician of the Year by the Worcester District Medical Society at its 2015 Annual Business meeting on April 8.
- **Lisa Gussak, MD** was awarded a Fulbright Scholar Grant from the United States Department of State and the J. William Fulbright Foreign Scholarship Board. During her five-month grant (January -May 2015), she collaborated with community medicine faculty at the Autonomous University of Nicaragua (UNAN), Leon to begin development of a Family Medicine residency.
- **Jay Himmelstein, MD, MPH** was inducted into the Baltimore City College Hall of Fame in recognition of his contributions to public health and national health reform in conjunction with BCC’s 175th anniversary in October, 2014.
- **Len Levin, MS LIS, MA, AHIP** received the 2015 Massachusetts Health Sciences Libraries Network Hall of Fame Award. The award recognizes a member for their outstanding long distinguished career in health sciences librarianship and contributions to the Association. In the Department and in the Lamar Soutter Library, he has been instrumental in promoting librarian roles on systematic review teams, working with medical school curriculum development, and instructing in Evidence-Based Medicine.
- **Peter McConarty, MD** was honored at the April 2, 2015 meeting of the Worcester North District Medical Society as its Community Clinician of the Year, awarded to a physician who has made significant contributions to his/her patients and the community.
- **Jen Reidy, MD** was the 2015 recipient of the Leonard Tow Humanism in Medicine Award at UMass Medical School. The award is given to a selected faculty member at each participating medical school who “best demonstrates the Foundation’s ideals of outstanding compassion in the delivery of care; respect for patients, their families, and healthcare colleagues; and clinical excellence.”
- **Rick Sacra, MD** was honored as the Family Physician of the Year at the annual Massachusetts Academy of Family Physicians Spring meeting in Boston. The award recognizes a physician who “exemplifies the tradition of the family doctor, is a role model as a healer and human being, provides the community with compassion and maintains involvement in community affairs that enhance the quality of life.”
- **Hugh Silk, MD, MPH:**
 - was named Co-Chair of the STFM Group on Ethics and Humanities.
 - received the *Smiles for Life* 10th Anniversary Award “in recognition of his dedication and outstanding contributions to the project”. Hugh serves as a founding member of the national

Steering Committee of Smiles for Life: A National Oral Health Curriculum. *Smiles for Life* is the nation's most comprehensive and widely used oral health curriculum specifically designed for use by primary care clinicians.

- **Linda Weinreb, MD** was honored with the 2015 Katharine F. Erskine Award for Health, Science and Technology from the YWCA of Central Massachusetts. The Erskine Award recognizes “women who have demonstrated leadership and reached exemplary levels of achievement in their professions and communities.”

Recognition at UMass

- **Frank Domino, MD** was named by the Class of 2015 as a graduation Hooder and as an Outstanding Medical Educator in recognition of his “dedication to the field of medicine, his outstanding qualities as a teacher and human being as well as being a role model that students would like to emulate in their professional career.”
- **Elizabeth Erban, MD** received a Community Educator Award from the Education Policy Committee, in recognition of her work to expand student rotations at the Hahnemann Family Health Center to include sessions in her private office.

Leadership

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

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| Daniel Lasser, MD, MPH | Chair |
| Robert 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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| Katharine Barnard, MD | Medical Director, Plumley Village Health Services |
| Thomas Byrne, 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 |
| Beth Mazyck, MD | Medical Director, HealthAlliance Fitchburg Family Practice |
| David Polakoff, MD, MSc | Director, Center for Health Policy & Research, Chief Medical Officer and Associate Dean, Commonwealth Medicine |
| Christine Runyan, PhD | Director, Post-Doctoral Fellowship in Clinical Health Psychology in Primary Care |
| Herb Stevenson, MD | Director, Sports Medicine Fellowship |
| Virginia Van Duyne, MD | Education Director, Family Health Center of Worcester |

Other Department Leaders

Center for Integrated Primary Care

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| Sandy Blount, EdD | Director, Center for Integrated Primary Care |
| Daniel Mullin, PsyD, MPH | Associate Director, Center for Integrated Primary Care |

Clinical Services

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| Erik Garcia, MD | Medical Director, Worcester Homeless Outreach & Advocacy Program |
| Anita Kostecki, MD | Director, Maternal and Newborn Services |
| Chris Purington, MD | Medical Director, College Health Services |
| Jennifer Reidy, MD | Co-Director, Division of Palliative Care and Hospice Services |

Community Health

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| Suzanne Cashman, ScD | Director, Community Health |
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Predoctoral Education

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| Mary Lindholm, MD | Director, Third Year Clerkship in Family Medicine |
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Preventive Medicine and Masters of Public Health

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| Jacalyn Coghlin-Strom, MD | Director, Preventive Medicine Residency Program Faculty Co-Director, Worcester MPH Program |
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Fitchburg Family Practice Residency

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| Charles Lehnardt, DO | Osteopathic Program Director |
| Abhijeet Patil, MD | Associate Director |

Worcester Family Medicine Residency

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| James Broadhurst, MD | Associate Director |
| Stephanie Carter-Henry, MD | Education Director, Hahnemann Family Health Center |
| Allison Hargreaves, MD | Associate Director, Adult Medicine |
| Sherrilyn Sethi, MMH, DMH | Assistant Director, Education Development and Curriculum Assessment |
| Patricia Seymour, MD | Education Director, Family Medicine Hospital Medicine Service |
| Michael Smith, MS | Associate Director, Residency Admissions |

For UMass Medical School

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| Michael Ennis, MD | Co-Director, UMass Medical School Learning Communities Assistant Dean for Student Affairs/Advising |
| Philip 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 |
| Michele Pugnaire, MD | Senior Associate Dean for Educational Affairs |
| Scott Wellman, MD | Director, Clinical Faculty Development Center Interim Assistant Dean, Academic Achievement |
| Judy Savageau, MPH | Director, Senior Scholars Program |

Affiliates

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| Frances Anthes, MSW | President and CEO, Family Health Center of Worcester |
| 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 |

In Memoriam



Dr. Samuel (Sam) Pickens, died this summer after a brief illness, surrounded by his family. He was 87 years old. Sam was born in Nanking, China, where his father was an Episcopal minister, and his mother ran a dispensary. His family was detained during the Japanese occupation of China; and they returned to the US after participating in an exchange for Japanese prisoners. Sam attended Hope College and Wayne State School of Medicine. He completed training in medicine in New Jersey, surgery at Worcester Memorial Hospital and orthopedics at Boston City Hospital. Sam, along with his wife Sandy, a nurse, served as medical missionaries India, running a hospital in Madurai, and

operating on leprosy patients, transplanting tendons to restore movement. In 1970, he moved to a small village hospital to practice general medicine.

Sam returned to the US in 1973, and sat for the newly-developed American Board of Family Practice certification exam. At that time, Holden Hospital was establishing a Center in Barre which would host a new rural training program for the state's first Family Medicine residency at UMass. Founding Department Chair Dick Walton recruited Sam to join the faculty, and with his extensive experience in rural medicine and his deep commitment to service, Sam created a vision for the Barre Family Health Center that went far beyond the usual medical office. He quickly became involved with the local schools, rescue squad, local businesses, and numerous community health education programs. Sam left an indelible impression on Barre and the surrounding communities. The stories were legend: He seemed to know everything that was happening and proved it by rescuing residents with flat tires on back roads in the middle of the night, or picking up accident victims and driving them into Worcester.

Under Sam's leadership, Barre became the optimal place to train for rural Family Medicine. He made his mark on over four decades of residency graduates, serving as Medical Director for 16 years, then as a faculty physician until his retirement in 1996. Sam was always so proud of his residents and many future faculty trained under him. With so many graduating classes, he would declare them as "vintage" years. Sam continued as an active member of the faculty, even after his formal retirement indeed, his last resident precepting session was three weeks before his passing!

An Associate Professor of Family Medicine & Community Health, he was an active member of the medical staffs at UMass Medical Center, St. Vincent, Memorial, and Holden Hospitals, where he served a stint as medical staff President. Sam received many awards, including the Worcester District Medical Society's A. Jane Fitzpatrick Award for community service and recognized as the Massachusetts Academy of Family Physicians' "Physician of the Year" in 1996. Upon his retirement, the *Sam Pickens Award* was established for a faculty member who most exemplifies a commitment to patients and the community; to teaching the next generation, and to the practice of Family Medicine in its full scope Sam left a legacy of family doctors who will carry on the tradition of committed, compassionate caring that was the Sam Pickens way. Sam Pickens was a vintage family doctor.