

care improvement
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Primary Care News

CENTER FOR THE ADVANCEMENT OF PRIMARY CARE

Achieving Our Growth Objectives Together

A Message from President and CEO Eric Dickson, MD



I am truly grateful for our longstanding tradition of excellence in primary care. UMass Medical School's consistent top ten national ranking for primary care, coupled with UMass Memorial Health Care's deep commitment to a robust network of primary care practices across the region,

position us for success as we move forward under health care reform.

Growing primary care, in particular our office-based community practices, is a top priority for the Medical Group and the UMass Memorial Health Care system — the ever-changing health care world demands it. Our academic medical center must demonstrate significant value for the higher cost of care we provide. And our system faces a quickening pace by peer organizations in acquiring practices and intensifying their focus on customer service.

With these factors serving as backdrop, we agree that the best way to meet the community's primary care needs is to make changes that retain our outstanding primary care physicians, enhance our competitiveness in recruiting new physicians, and increase our number of covered lives with care that is patient-focused.

Our first step toward our goal for growth was to work with McKinsey & Company consulting to evaluate our primary care practices in the areas of quality, operational efficiency and financial sustainability.

We focused on several areas and developed the following seven initiatives that represent the next steps toward our objective:

Recruitment/Acquisition/Alignment Strategy

- ✓ We have developed a three-year recruitment strategy that calls for filling our current capacity, as well as building at least two new primary care sites each year.

Funds Flow

- ✓ We are evaluating our internal funding mechanisms that support our investment in primary care and expect to have a new model in place for fiscal year 2014 that will align our financial transactions with our strategy.

Improvement of AQC Measures

- ✓ Under the direction of Dr. David Fairchild, the Office of Clinical Integration will continue to develop and support the infrastructure required to improve our quality scores, with our aim to reach scores in the BCBS AQC contract of 2.1 by the end of fiscal year 2013.

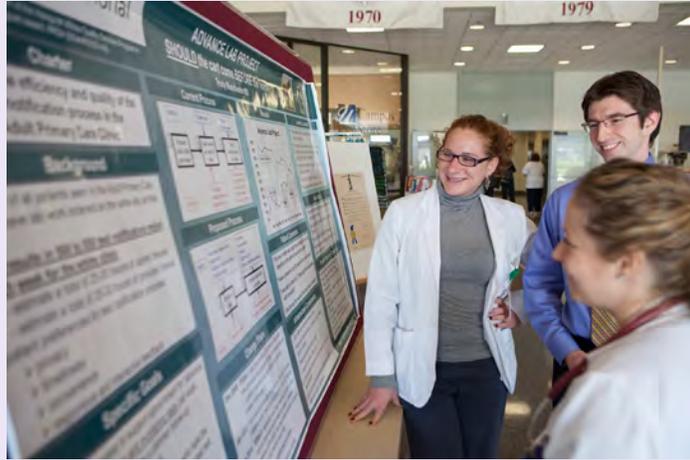
Total Medical Expenses (TME) Management

- ✓ Over the next couple of years, we will develop pilot initiatives to manage the total medical expenses in select areas for select groups of patients.

Referral Management

- ✓ Also under the direction of Dr. Fairchild, we are now providing data to our primary care physicians about the care their patients are receiving outside of UMass Memorial

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Poster presentations are a vital component of Primary Care Month's knowledge-sharing theme.

Save the Date! October is Primary Care *Month*

There are just too many things to celebrate about primary care, so we've made Primary Care Week at UMass Memorial and UMass Medical School a month-long event.

This October, join the Center for the Advancement of Primary Care and partners for even more opportunities to learn about primary care and its contributions. Our themes this year are:

- Community Health and Community Service
- Career Paths in Primary Care
- Our Patients — At the Heart of All We Do in Primary Care
- Knowledge Sharing, Learning and Innovation
- Appreciation for Our Physicians, Care Teams and Students

For the past three years, UMass Medical School and UMass Memorial Health Care have jointly celebrated National Primary Care Week (NPCW). NPCW is an annual event promoted by the American Medical Student Association to highlight the importance of primary care and to bring health care professionals together to discuss and learn about generalist and interdisciplinary health care, particularly its impact on and importance to underserved populations.

Please watch for calendar specifics as we get closer to October — Primary Care *Month*!

Achieving Our Growth Objectives Together, continued

Health Care and piloting programs with specialists that streamline referrals from our PCPs.

Optimization of the Balance between Hospital-based and Community-based Practices

- ✓ After an assessment of the advantages and disadvantages of hospital-based vs. office-based primary care, we will focus on building our office-based community practices while maintaining our current hospital-based footprint for the near term. The Primary Care Executive Committee will develop a long-term strategy that addresses the expected changes in reimbursement for hospital-based practices.

Practice Productivity and Panel Size

- ✓ Our analysis indicates an opportunity to increase our productivity levels, which vary widely across practices. We identified key performance drivers that are in place at our better-performing practices, such as higher support staff ratios, standards around session length, scheduling rules, staffing ratios, practice workflows and use of our electronic medical record.
- ✓ A newly formed practice productivity work group, sponsored by Michele Streeter, executive director of UMass Memorial Medical Group, will focus on results transparency and implementation of best practices with the target to increase productivity by 5 percent annually. This work group will report to me and my Executive Leadership Group and the Primary Care Executive Committee.

We ask for your open-minded support of all of these initiatives, and particularly the work surrounding practice productivity because it is a vital effort affecting many of you. We also ask that you partner with your practice managers and staff to ensure that we are delivering the highest quality, most efficient care possible based upon the best practices we have identified.

Thank you for your dedication to our patients and our system of care. Together, we can reach — and even surpass — our objectives and share in the benefits they bring.

Quality Symposium and Scholars Showcased Soon

The Peter H. Levine Quality Symposium is Tuesday, June 11, 2013, 8 am in the Faculty Conference Room at UMass Medical School — “Teaching Quality at the Sharp End, Bringing Clinicians Front and Center.”

A keynote address, Lean Black Belt presentations and Quality Scholars posters, awards and reception are all on the agenda. The scholars’ projects this year — listed below — range from smoking cessation to improving imaging.

2013 Quality Scholars, Projects and Mentors

Steven Baccei, MD (Radiology): Improving radiology image quality at the Ambulatory Care Center;
Emmanuel Maduakor, MD, Department of Medicine, mentor

Donald Baril, MD (Vascular Surgery): Standardization of the treatment of new hemodialysis patients at UMass Memorial Medical Center; *Mariann Manno, MD, Department of Pediatrics, mentor*

Philip Bolduc, MD (Family Medicine): Reducing use of short-acting opioids for chronic pain; *Christine Cernak, RN, CDE, Office of Clinical Integration, mentor*

Allen Chang, MD (Internal Medicine): Standardizing opioid prescription process for new primary care patients; *Judy Savageau, MPH, Department of Family Medicine and Community Health, mentor*

Julia Gallagher, MD (Medicine): Improving the use of staging and prognostic tools in the care of hospitalized elders with dementia; *Trudy Manchester, MD, Department of Medicine, mentor*

Sarah Hughes, MD (Obstetrics and Gynecology): Perioperative patient education in Gynecologic Oncology; *Alan Picarillo, MD, Department of Pediatrics, mentor*

Monika Kolodziej, PhD (Psychiatry): Treatment plan improvement for the Addiction and Comorbidity Treatment Service; *Roger Luckmann, MD, MPH, Department of Family Medicine and Community Health, mentor*

Peter Murphy, MD (Pediatrics): Blood cultures in the Pediatric Emergency Department — patient-centered care; *Robert Klugman, MD, Department of Medicine, mentor*

Craig Smith, MD (Cardiovascular Medicine): Standardization of inpatients STEMI workflow: ICU step down; *Mitchell Gitkind, MD, Department of Medicine, mentor*

Rachel McColl Vuolo, MD (Internal Medicine): Facilitating smoking cessation; *Eric Dickson, MD, Department of Emergency Medicine, mentor*

The Quality Scholars program is an initiative of the Center for the Advancement of Primary Care and the UMass Memorial Medical Center Department of Quality and Patient Safety.

Urgent Care Services on Saturdays

Approaching One Year Mark

Pediatricians and parents have known this all along — kids get sick outside of regular office hours and many of those ailments can be treated in an urgent care setting rather than an emergency department.



UMass Memorial is pleased to offer you expanded hours for urgent care, here at the Benedict Building.

“Care on Saturdays When You’re Sick” for Adults and Children

Family Medicine: 508-334-2818
Internal Medicine: 508-334-2731
Pediatrics: 774-442-2853

Please note: This service is not a walk-in clinic, and appointments are required. For an appointment, please call your provider’s office.

If you are a patient of another UMass Memorial Medical Group practice, please call your provider’s office.

UMassMemorial Medical Center | UMassMemorial Medical Group

And, the same is true for adults.

In May 2012, UMass Memorial Medical Center and the Medical Group added services for adults to the existing Saturday morning pediatric urgent care services provided at the Benedict Building on the Medical Center’s University Campus. Since that time, close to 1,000 pediatric and adult patients have received care from UMass Memorial MDs, NPs, PAs and office staff.

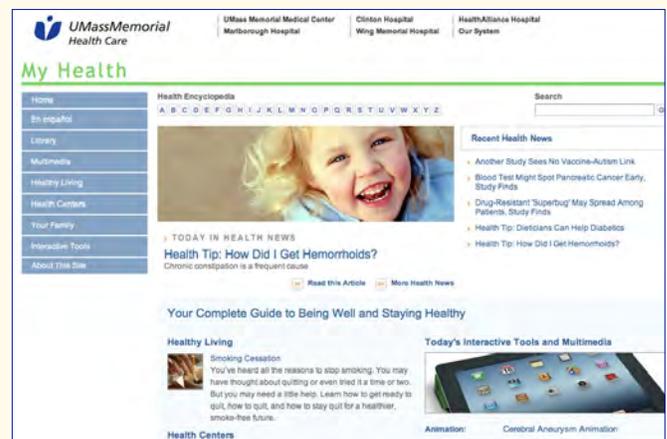
Preliminary results from a recent patient satisfaction

survey indicate that 33 percent of the adults seen and 62 percent of the children seen would have gone to an ER if our urgent care service had not been available. Patients are happy with the ease of making an appointment and with the service, indicating they would return again (93 percent) and recommend the service to others (85 percent). One patient summed up the experience: “Many thanks for a fine service!”

[Learn more about the growth of urgent care in Massachusetts.](#)

UpToDate and MyHealth Are Resources for Patient Education

Patients are always ready to learn more about their care and conditions, and physicians and their care teams want to give that information to them — easily. One health education resource is a click away from the UMass Memorial homepage.



It’s called **MyHealth** (myhealth.umassmemorial.org) and is found on the homepage via the green “Health Information” button at left. When you direct your patients there, they’ll find a vast amount of information that is easily accessed and searched. Diseases, conditions, tests, procedures, the promotion of health and wellness — all can be found at MyHealth. The content is consistent with evidence-based medicine and nationally accepted guidelines and standards of practice. Developed with clinicians, the content serves a range of reading levels and is focused on health literacy. Tell your patients and care team about MyHealth.

Another resource, **UpToDate® Anywhere**, is now available via mobile app and remotely as part of a beta test by the company. Here’s how to get unrestricted remote access:

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Meet the UMass Memorial Primary Care Network

We are:
500 doctors
in **180** different settings
50% of us are TEACHERS
30% of us did our residency at UMass Memorial
20% of us graduated from UMass Med School
Dedicated to the health of our communities

At the Center for the Advancement of Primary Care, we often refer to the UMass Memorial Health Care “primary care network.” Who are we talking about?

500 family medicine, general internal medicine, general pediatric, medicine-pediatric and geriatric physicians, who with their nursing and clinician colleagues and office staff care for patients and their families in communities throughout Central Massachusetts.

These physicians are either employed by the health care system, are private physicians in our Managed Care Network or are private physicians with credentials and privileges at UMass Memorial Medical Center, Clinton Hospital, HealthAlliance Hospital, Marlborough Hospital or Wing Memorial Hospital.

They see patients in **180** different settings, which are residency training sites, small- and medium-sized community practices and community health centers.

More than **50 percent** of all physicians in the network teach either medical students or residents or both; for employed physicians that number is two-thirds.

Approximately **20 percent** of the primary care physicians graduated from UMass Medical School; close to **30 percent** did their residency at UMass Memorial and **10 percent** graduated from the Medical School and completed a residency program there.

And **every 1** of the PCPs and his/her care team in our network is dedicated to contributing to the health of our communities, one patient at a time.

What's New in Practice Innovations?

NCQA Recognition For Medical Homes



The huddle is a practice transformation technique that brings providers and staff together each day to plan patient visits, making them more efficient and patient-centered. Benedict Pediatrics staff (from left) Nicole Wheeler, LPN, Jennifer Bram, MD, Aye Brown, LPN, and Sara Nugssu, LPN, huddle to determine if siblings should be seen together in a clinic room or if a patient speaks only Spanish and will need an interpreter.

In 2012, two UMass Memorial Health Care primary care practices, the **Barre Family Health Center**, a family medicine residency training site, and **Hahnemann Internal Medicine Group**, one of our Community Medical Group community practices, achieved recognition as Level III NCQA patient centered medical homes (PCMH). In March, two more practices,

Benedict Pediatrics (a participant in the state's PCMH Initiative) and **Nashaway Pediatrics** — Clinton, another CMG site, submitted their applications for NCQA PCMH recognition.

“Our team at Benedict Pediatrics has worked intensely to implement changes to improve the care we give to our patients and to ensure that our practice is consistent with medical home principles,” said Linda Sagor, MD, MPH, chief, General Pediatrics, UMass Memorial Medical Center and clinical professor of pediatrics, UMass Medical School. “We appreciate the support of everyone at the Center for Advancement of Primary Care in our quest to achieve NCQA Medical Home recognition.”

Plumley Village Health Services plans to submit an application later in the spring and a second residency site, **Hahnemann Family Health Center**, is refocusing its efforts on the recognition process under the leadership of the new acting medical director, David Gilchrist, MD.

Practices that have completed the recognition process are focusing on sustaining the changes they made and continuing to improve their workflows and management of their patient populations. They are also expected to mentor and act as resources for other primary care practices interested in adopting the elements of patient-centered care.

Patient Portal Pilot Underway at Two Practices

A pilot program developed by a UMass Memorial team for the new Allscripts online patient portal went live recently at **Westborough Internal Medicine** and **Barre Family Health Center**, a patient-centered medical home.

In the first two days of implementation at Westborough IM, more than 40 patients signed up to better communicate with the practice. And during Barre's first day, 23 patients registered.

As of April 10, 188 accounts had been activated in total at the practices. Through the portal, patients can request prescription renewals, review labs and tests, manage their personal health record and send messages to the practice all in a secure setting.

The portal is being configured to eventually roll it out to all CMG and facility-based clinics.

Dr. Candib Honored by World Organization of Family Doctors



Family Health Center of Worcester primary care physician and pioneering community health advocate Lucy Candib, MD, recently received the 2012 5-Star Doctor Award from the North American Region of the World Organization of National Colleges, Academies and Academic Associations of General

Practitioners/Family Physician (WONCA). The organization improves the quality of life for people across the globe by developing high standards of care in general practice and family medicine. The WONCA award qualifies Dr. Candib for the Global 5-Star Award to be presented at the WONCA world conference being held in Prague in June.

Barre Family Health Center: Congratulations on 40 Years of Care

Barre Family Health Center has served the residents of Barre and surrounding towns for 40 years. The list of the practice's accomplishments over the years is long, with patient-centered, compassionate care at the top, evidenced by its participation in the state-wide Patient-centered Medical Home initiative beginning in 2011 and its recognition as a Level 3 Patient-Centered Medical Home by the NCQA in 2012. In an ad placed in the local paper, *The Barre Gazette*, commemorating the milestone, the practice wrote:

"We have been privileged to serve Barre and the surrounding communities for 40 years. We take our commitment to this community very seriously and our Family Medicine physicians and staff look forward to continuing to be your 'Close to Home' health care resource.

"The commitment that the citizens of our community have demonstrated toward our health center has also enabled us to train the next generation of family physicians through our affiliation with UMass Medical School and the Family Medicine Residency Program....Thank you for 40 years of support!"

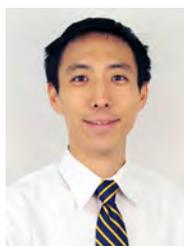
Is your practice soon celebrating a milestone anniversary? Let us know. [Email capc@umassmemorial.org](mailto:capc@umassmemorial.org).

Since our last publication, the following physicians have joined our network:



Margarita Castro-Zarraga, MD
Family Medicine

275 Nichols Road, Fitchburg, MA 01420
Medical School: University of the Philippines
College of Medicine, Manila, Philippines
Residency: Brooklyn Hospital Center
Fellowship: Brigham and Women's Hospital
(Cardiac Surgery)



Allen Chang, MD
Internal Medicine

55 Lake Avenue North, Worcester, MA 01655
Medical School: University of Massachusetts
Medical School
Residency: Massachusetts General Hospital



Mary K. Flynn, MD
Family Medicine

116 Belmont Street, Worcester, MA 01605
Medical School: University of Massachusetts
Medical School
Residency: UMass Memorial Medical Center –
UMass Graduate Medical Education



Elizabeth W. Howard, MD
Geriatric Medicine

119 Belmont Street, Worcester, MA 01605
Medical School: Uniformed Services University of
the Health Sciences, Bethesda
Residency: Madigan Army Medical Center
Fellowship: UMass Memorial Medical Center –
UMass Graduate Medical Education (Geriatrics)



Karl F. Liebermann, DO
Family Medicine

242 Woodland Street, West Boylston, MA 01583
Medical School: University of New England College
of Osteopathic Medicine, Biddeford
Residency: Eastern Maine Medical Center



Kathryn J. Maier, MD
Family Medicine

50 Leominster Road, Sterling, MA 01564
Medical School: New York Medical College,
Valhalla
Residency: UMass Memorial Medical Center –
UMass Graduate Medical Education



Kristin A. Mallett, MD
Family Medicine

55 Lake Avenue North, Worcester, MA 01655
Medical School: University of Massachusetts
Medical School
Residency: UMass Memorial Medical Center –
UMass Graduate Medical Education



Kristen Kavulich McCarthy, DO
Family Medicine

275 Nichols Street, Fitchburg, MA 01420
Medical School: Lake Erie College of Osteopathic
Medicine, Erie
Residency: UMass Memorial Medical Center –
UMass Graduate Medical Education



Debbie L. Ordogh, MD
Family Medicine

279 Lincoln Street, Worcester, MA 01605
Medical School: St. George's University, Grenada,
West Indies
Residency: Ellis Hospital



Dorota K. Poluha, MD
Family Medicine

55 Lake Avenue North, Worcester, MA 01655
72 Jaques Avenue, Worcester, MA 01610
Medical School: Akademia Medyczna w Lublinie,
Lublin, Poland
Residency: UMass Memorial Medical Center –
UMass Graduate Medical Education



Peter Scuccimarrì, MD
Family Medicine

188 Worcester-Providence Turnpike,
Sutton, MA
Medical School: University of Pennsylvania School
of Medicine, Philadelphia
Residency: Providence Hospital

Colleagues on the Move



Afroz Saquib, MD, internal medicine, now practices at 26 Julio Drive, Shrewsbury.

Dr. Saquib previously practiced at Fairlawn Rehabilitation Hospital.

Medical School: University of Nagpur, Nagpur, India

Residency: UMass Memorial Medical Center – UMass Graduate Medical Education

Janet Abrahamian, MD, and **David Rosenfield, MD**, are now members of Community Medical Group from private practice.



Dr. Abrahamian
Family Medicine

242 Woodland Street, West Boylston

Medical School: University of Leeds, Leeds, England

Residency: UMass Memorial Medical Center - UMass Graduate Medical Education



Dr. Rosenfield

242 Woodland Street, West Boylston

Medical School: Northwestern University Medical School, Chicago

Residency: Jackson Memorial Hospital