

# 2018 Annual Report

## The 2018 MMS Annual Report is interactive.

Throughout the report, click on the underlined text and images for relevant resources from the MMS, the *New England Journal of Medicine*, and external sources — including websites, video clips, testimony, articles, and webinars.



**C**ONNECTION



**A**DVOCACY



**R**ESOURCES



**E**XCELLENCE



MASSACHUSETTS  
MEDICAL SOCIETY

# CARE

## CONNECTION. ADVOCACY. RESOURCES. EXCELLENCE.

These themes run through everything the Massachusetts Medical Society does. We are conveners, advocates, supporters of physicians' practices, and one of the most trusted sources of medical and health care information in the world. In this annual report, you'll find the highlights of how these themes played out in 2018.



### Mission

The Massachusetts Medical Society was established as a professional association of physicians by the Commonwealth of Massachusetts in an Act of Incorporation, Chapter 15 of the Acts of 1781. Section 2 of that act states the following:

The purposes of the Massachusetts Medical Society shall be to do all things as may be necessary and appropriate to advance medical knowledge, to develop and maintain the highest professional and ethical standards of medical practice and health care, and to promote medical institutions formed on liberal principles for the health, benefit and welfare of the citizens of the Commonwealth.



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# Key Impacts

## NEJM Group



- NEJM Catalyst web event on expanding care delivery to integrate mental, social, and physical health
- Revitalized NEJM.org with new design
- NEJM Shattuck Lecture delivered by Bill Gates

## National Health Care Policy



- Supported passage of a comprehensive bill authorizing funding for substance use disorder prevention and treatment programs, pain management research, medical professional continuing education, and improvement in the quality and interoperability of state prescription drug monitoring programs
- Hosted briefing for Senate staff on supervised injection facilities
- Commented on numerous federal regulations, voicing opposition to proposed changes in Title X regulations, public charge provisions, conscience clause interpretations, the Medicare fee schedule, and the Quality Payment Program
- Served on several national legislative and regulatory advisory committees, including AMA task forces on Medicare and opioid policy

## State Health Care Policy



- Filed 22 bills; testified on more than 100 others
- Monitored and/or testified before seven state agencies, including the Board of Registration in Medicine and the Department of Public Health
- Successfully opposed proposed legislation to increase physician fees and assessments

## Medical Practice Sustainability



- Resolved more than 350 calls from physician offices seeking legal, HR, practice management, or payer assistance
- Published *Opening a Medical Practice: Your How-To Guide*, which proved an invaluable support to practices, including several new substance use disorder specialty practices
- Resolved claims payment issues for many medical practices through advocacy and conversations between payers and practices
- Successfully completed patient-centered medical home accreditation for North Shore practice
- Conducted patient experience training for staff

## 41 Community Health Centers



- Inclusive Society membership

## Opioid Solutions



- 5,324 users completed a total of 10,718 on-line CME course sessions; 12 courses offered
- 348 attendees attended a live course and a lecture, both supported by or sponsored by the MMS
- 100 people attended the Integrative Pain Care Policy Congress
- 517 hits to opioid content on massmed.org

## 32,000 CME Credits



- 300 accredited activities
- 2,400 hours of instruction
- 142,000 physician interactions

## Equitable Access to Care



- Worked with Congressman Jim McGovern and Community Servings to explore expanded funding for food through Medicare and Medicaid while opposing draconian cuts to the food stamp program
- Advocated for the right of patients to use money from a health savings account to pay for direct primary care
- Opposed the creation of association health plans that would not cover essential benefits
- Worked closely with MassHealth on the roll-out of its ACOs, seeking to ensure continuity of care and maintain the patient-physician relationship

## Burnout



- Formed first-of-its-kind MMS-Massachusetts Health and Hospital Association Joint Task Force on Physician Burnout to raise awareness of the physician burnout epidemic and propose evidenced-based solutions
- Prompted the start of regulatory, legislative, and system changes to address the crisis
- Co-authored a seminal paper with Harvard T.H. Chan School of Public Health, Massachusetts Health and Hospital Association, and Harvard Global Health Institute declaring physician burnout a public health crisis
- Advocated for fewer and standardized quality measurements across payers

## Active Membership



- 800+ members participated in MMS committees and the House of Delegates

# Leaders Who Care



## From the Past President: Creating a Physician Community; Addressing the Opioid Overdose Crisis

The importance of the Medical Society's advocacy on behalf of patients cannot be overstated. Our patients are our highest priority — followed closely by our profession and our collegial relationships.

We saw the crumbling of a Massachusetts bill that included proposed measures that would have increased health care costs and interfered with patient-physician relationships. Make no mistake: the physician voice, amplified by our strength in numbers, played a prominent role in that favorable outcome.

The sense of community that is so essential to all of us — especially in these evolving and challenging times in our profession — has been an important

piece of our progressive work. A new culture is evolving, with the Medical Society as the convener and hub.

This was powerfully evident in the response of our membership when one of our own was confronted by the indignity and ignorance of bias in a highly publicized incident that occurred when she attempted to offer care to an ill passenger on a plane. The support offered by her Medical Society friends and colleagues was not surprising, but it was inspiring.

Our work in reducing the harm wrought by the opioid crisis has persisted. Our efforts in collaborating with legislators and our colleagues across the health care spectrum are to be commended and have contributed to a decrease in opioid-related overdose deaths in the Commonwealth. The march toward stopping this public health crisis must and will continue.

Although my presidential year ended in April 2018, my pride in the work of our Medical Society continues. And so too continues my expectation that we, as physicians in a noble profession, will not relent in our charge to devise, champion, and implement actions that improve both the lives of our patients and the environment in which our doctors can provide exceptional, compassionate care.

**Henry L. Dorkin, MD**  
***Past President, MMS; April 2017–April 2018***



## From the 2018–2019 President: Every Physician Matters

It has been a privilege to lead this incredible organization and the brilliant, talented, and compassionate members who drive our collective impact.

Each day, no matter the issues we face together or what turmoil and tumult may be swirling in the health care realm, I know that “every physician matters.” That mantra has been the driving force behind my commitment to help position the Massachusetts Medical Society as a leader and a solver around the issue of physician burnout.

The idea of connecting has been and will continue to be an important tenet in our quest to heal the healer and to assure that our patients — the heart and core of our very reason to become physicians — receive the best care that leads to the best outcomes.

Part of our work around physician well-being has been that of a convener. The wealth of knowledge and trust contained within our brand, our history of impact, and our passion led to the creation of a [Task Force on Physician Burnout](#). The work of that group has proved fruitful. We have been able to voice our concerns and present our solutions to groups with the influence, capability, and responsibility to make real and measurable changes in the efforts to mitigate the causes and effects of physician burnout.

One of the great joys during my tenure as president has been the opportunity to meet with and get to know members of our Society, and what I hear frequently from our colleagues is that they long for the days of the [physicians' lounge](#) — both in the literal and metaphorical sense.

It has been both a great challenge and an honor to be at the helm of an organization that is exploring and deploying ways in which we can recreate and revitalize the fellowship and camaraderie once found in a central gathering spot.

Now, perhaps more than ever, our profession needs that gathering spot — a professional home. Part of my aspiration for our noble Society is that it becomes that home and community for physicians, from medical school through retirement.

Because we are advocating for and realizing that connections are imperative to our collective mission to reignite the joy of practicing medicine, I am optimistic about the future of our calling.

I thank you, our valued membership, for being my community.

**Alain A. Chaoui, MD**  
**President, MMS; April 2018–April 2019**



### From the Executive Vice President: The Four Tenets of Our Work

This year's annual report, *CARE: Connection. Advocacy. Resources. Excellence.*, focuses on four tenets of our 2018 work in support of our physicians and their patients.

In collaboration with key Massachusetts health care leaders, the Massachusetts Medical Society led the charge to bring the issue of physician burnout to the forefront. Our task force succeeded in having physician burnout declared a public health crisis, and established directives aimed at curbing the prevalence of burnout. The work was well received, widely consumed, and positioned our organization as a national leader on the issue.

The Medical Society also implemented [physician networking events](#) to extend the "physicians' lounge,"

recognizing that connection with colleagues is vital to fostering community and mitigating burnout. We are committed to initiatives that improve and enhance the practice of medicine for our members.

At the center of our activities was our presence on Beacon Hill and Capitol Hill. Continuing our efforts to curb the opioid epidemic, we worked for passage of the [2018 CARE Act](#) and for the law requiring evaluation of harm-reduction approaches to the epidemic, including supervised injection facilities. We also worked toward greater transparency in prescription drug pricing. The Medical Society supported issues addressing social determinants of health, including screenings for [food insecurity](#) and efforts to educate the public about [gun violence prevention](#). We worked closely with state and federal agencies to drive policies that support physicians and patients in Massachusetts and, importantly, establish the MMS as a national leader in advocacy.

The Medical Society continues to pursue programs to provide all members with new services, benefits, and technological advances. We continuously strive for excellence in medical education and technology. Toward that end, Bill Gates presented the 2018 [Shattuck Lecture](#) and we advanced the reach of our publishing division with a revitalized, mobile-friendly [NEJM.org](#).

We are appreciative of our members' steadfast support and hard work to make a real difference in the lives of the patients and physicians we serve.

**Lois Dehls Cornell**  
**Executive Vice President, MMS**

# CONNECTING WITH Global and Environmental Health

- The Massachusetts Medical Society and its Committee on Global Health hosted its annual [New England Conference on Global and Community Health for Trainees](#) in January 2018. Keynote speaker Sandro Galea, MD, DrPH, dean and Robert A. Knox Professor at Boston University School of Public Health, shared his experiences as an emergency physician and epidemiologist and his clinical work in developing communities. He also provided an overview of the state of the world's health,



Sandro Galea, MD, DrPH

including the impacts of an aging population, urbanization, migration, and climate change.

- In recent years, the MMS House of Delegates has adopted policy recognizing the influence of human activity on the climate, the widespread impacts of climate change on humans and the environment, and the importance of physician advocacy for policies at the institutional, local, state, national, and global levels.
- Guided by the Committee on Environmental and Occupational Health, the MMS is working to promote awareness among Massachusetts physicians and the public about the health effects of

[climate change](#) and support efforts to make a positive impact in their practices and in Massachusetts communities.



Illustration by Chris Twichell.

- Bill Gates, co-chair of the Bill and Melinda Gates Foundation, delivered the annual [Shattuck Lecture](#), "Innovation for Pandemics" (see page 15).

# CONNECTING WITH Colleagues

- The Medical Society strives to create a modern day "physicians' lounge" that provides opportunities to connect on an informal basis. Time for networking and collegial conversations is always built into the agenda of MMS events.
- The Medical Society has expanded its popular free, off-site [networking events](#) across the state.

Members and nonmember physicians are invited to mingle and share conversation, food, and drink.

- The [Member Interest Network \(MIN\)](#) had an active year with members enjoying activities such as bird-watching, music, and art — based on common interests.



The birding section of the Member Interest Network helps physicians make the leap from spotting feathered creatures in the backyard to active birding.

# CONNECTING WITH The Next Generation: Students, Residents, and Fellows

With more than 10,000 members ages 40 or under, the MMS provides opportunities for early-career physicians and medical students to develop leadership skills, create health policy, advocate for physicians and patients, and foster professional relationships.



MMS young physicians volunteer at Cradles to Crayons.



Former Chair of the Committee on Young Physicians Ellana Stinson, MD, MPH, organizes donations at Cradles to Crayons.



Residents and young physicians throw a Halloween networking event.



Massachusetts medical students attend the AMA Medical Student Advocacy and Region Conference in Washington, DC.



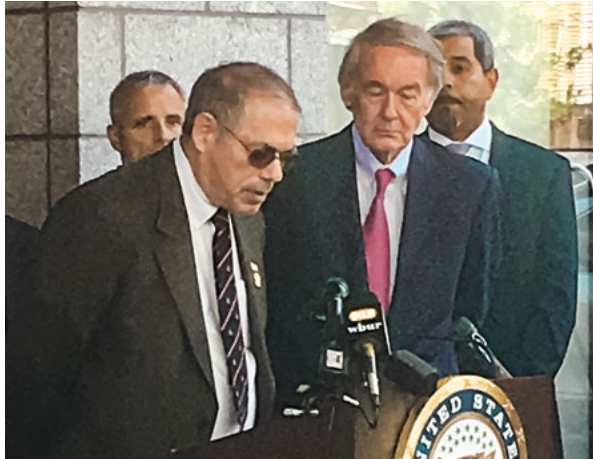
Massachusetts medical students who attended the AMA Medical Student Advocacy and Region Conference visit the Capitol.



The Massachusetts delegation joins the AMA Medical Student Annual Assembly in Chicago.

# ADVOCACY ON Equitable Access to Care

The MMS has worked for decades with fellow stakeholders to promote better access to care for Massachusetts patients.



Opposing separation of children from parents at border: 2017–2018 President Henry Dorkin, MD, attends a press conference at East Boston Neighborhood Health Center with Sen. Ed Markey.

- The MMS condemned the separation of immigrant families and the detention of children on the US-Mexico border. Alain Chaoui, MD, noted, “As physicians, we recognize the medical harm — including anxiety, depression, and post-traumatic stress disorder — children endure while subject to confinement, which can cause subsequent chronic medical conditions.”
- The MMS opposed a proposed federal rule that would have significantly expanded and distorted the conscience clause, allowing providers and

institutions to refuse to provide treatment based on what they perceived as a broad range of moral or ethical issues. The MMS believes that the rule would undermine the physician’s oath to provide care to all patients.

- We advocated for the ability of patients to use money from a health savings account to pay for direct primary care. We opposed the creation of association health plans that would not cover essential benefits.
- The Medical Society worked with Congressman Jim McGovern and Community Servings to explore expanded funding for food through Medicare/Medicaid. The MMS also opposed draconian cuts to the food stamp program.
- As the health care system moves toward integrated, accountable care organization-based models, the MMS is working to ensure continuity of care and adequate patient protections. The MMS engaged extensively with the MassHealth program as it implemented the transition of 850,000 patients to the ACO model. We advocated to protect the primacy of the patient-physician relationship and offered testimony to the Massachusetts Health Policy Commission as it developed appeals processes for ACOs.
- The MMS successfully opposed a comprehensive health care cost containment bill that could have

jeopardized access to care at ambulatory surgical centers, urgent care centers, and some physician offices.

- The Medical Society led a statewide collaboration of physician societies opposing federal regulatory changes that would prevent providers from referring patients for abortion care. The MMS told the Department of Health and Human Services that the proposed rules could irreparably damage the patient-physician relationship.
- Together with coalition partners, the MMS successfully advocated to advance state legislation that protects women’s access to contraception and shores up patient protections in the event of the repeal of the Affordable Care Act. The MMS also supported a bill to prohibit female genital mutilation in Massachusetts.
- The MMS joined with many other physician groups to oppose proposed federal rules that would expand the reasons for disqualifying someone from seeking permanent residency in the US. Under the proposed changes to the public charge rule, an immigrant’s use, or likely use, of benefits, including health care programs — such as Medicaid, SNAP, Medicare Part D low-income subsidy, or CHIP — could be used to deny immigration to the United States.



# ADVOCACY ON Opioids

*The medical community has mobilized to combat the opioid overdose epidemic in the Commonwealth and the MMS has led the charge as thought leader and activist.*



Gov. Charlie Baker and 2018–2019 President Alain Chaoui, MD, celebrate the state's progress in addressing the opioid epidemic. The American Medical Association presented Gov. Baker with the Dr. Nathan Davis Award for Outstanding Government Service. Gov. Baker was nominated by the Massachusetts Medical Society.

- The MMS advocated strongly for the passage of the Massachusetts 2018 CARE Act (Combating addiction, Accessing treatment, Reducing prescriptions, and Enhancing prevention). The comprehensive statute promotes harm reduction and evidence-based treatment to address the dangerous fentanyl-driven overdose crisis.

The MMS advocated for several provisions that were ultimately included in the law, including an innovative physician consultation program for substance use disorder treatment and pain management; partial filling for opioid prescriptions; a study of supervised injection facilities; and additional protections against inappropriate law enforcement access to prescribing data. The MMS also was a leader in including provisions to expand access to naloxone and pilot medication-assisted treatment (MAT) in jails and prisons.

- MMS members are serving on three commissions created by the CARE Act. One, which 2018–2019 President Alain Chaoui, MD, sits on, evaluates the state's civil commitment process. The second evaluates how best to expand access to MAT throughout the Commonwealth. A third commission is looking at harm-reduction approaches to fight the opioid crisis, and particularly supervised injection facilities (SIFs). The MMS was instrumental in the creation of this commission and has one member who serves on it.
- The MMS expanded its advocacy footprint this year by filing two amicus briefs that provided the medical perspective on two important opioid-related matters. In one case, the MMS filed a brief supporting the notion that it was unconstitutional for the courts to establish sobriety as a condition of probation for a woman with substance use disorder (SUD). The MMS argued that SUD is a chronic brain disease and that the justice system should emphasize treatment over incarceration. Unfortunately, the Massachusetts Supreme Judicial Court did not side with the MMS's position. In the second case, the MMS brief supported the contention that the Essex County Jail's policy of prohibiting methadone treatment was a deviation from the standard of care and a violation of the constitution and the American Disabilities Act. The federal district court sided with the MMS, citing our brief in its decision.



Medical student activist Nicholas Chiu advocates at the AMA for effective health care policy; Chiu was among those who urged Massachusetts to create a commission to study the feasibility of SIFs. Photo by Sang Myung Han.

- The MMS was a strong supporter of H.R.6, the SUPPORT for Patients and Communities Act, successful federal legislation that promotes opioid treatment and recovery. The Society pushed hard for several provisions, including expanding access to medication-assisted treatment, loan repayment for substance use professional education, and improved implementation of the partial fill law that allows patients to take home a partially filled opioid prescription and return to the pharmacy for the remainder of the prescription if necessary — as a way to reduce the amount of opioids in circulation.
- The MMS worked with Senator Ed Markey in support of legislation requiring warning labels on opioids and legislation that would require MAT in jails and prisons.

# ADVOCACY ON Social Determinants of Health

*The MMS is addressing issues involving social determinants on several fronts, including expanding access to nutritious food for ill patients.*



MMS Executive Vice President Lois Dehls Cornell (far left) and Community Servings CEO David Waters (second from right) with 2018–19 MMS officers President-elect Maryanne Bombaugh, MD, President Alain Chaoui, MD, and Vice President David Rosman, MD. Photo by Alex Calcagno.

- For several years, the MMS has collaborated with Community Servings, which provides medically tailored meals to low-income patients, and worked closely with the Greater Boston Food Bank, including then-Senior Director of Health and Research Katherine Brodowski, MD, who is the vice chair of the MMS Committee on Nutrition and Physical Activity.
- At the federal level, the Medical Society has explored ways to expand funding for Food is Medicine programs, including whether the Center for

Medicare & Medicaid Innovation would include food as part of its Medicare ACOs. The Society also participated in congressional briefings with other groups on the topic.

- The MMS is a member of the statewide advisory committee that surveyed physicians, hospitals, insurers, senior centers, community health centers, and others about whether they screen for food insecurity and their knowledge about food. The MMS sent the survey to MMS primary care provider members.
- The completed survey will help inform next steps, including dissemination of a state food plan, promoting statewide resources, and identifying opportunities to educate, inform, and connect patients and providers to what is available.
- MMS government relations staff met with patients and representatives from provider groups and insurers to discuss strategies to improve funding at the state and federal levels for services that address the social determinants of health.
- The MMS sponsored a listening session at the annual meeting on screening for food insecurity and available resources in Massachusetts. The topic was also included in the 2018 MMS Public Health Leadership Forum, which focused on the social determinants of health.



Illustration by Chris Twichell.



Megan T. Sandel, MD, MPH (left), receives the MMS 2018 Reducing Health Disparities Award from Simone S. Wildes, MD, then-chair of the MMS Committee on Diversity in Medicine.

# ADVOCACY ON Physician Burnout

*The MMS has been instrumental in sounding the alarm about the physician burnout crisis.*

- The MMS and the Massachusetts Health and Hospital Association (MHA) [Joint Task Force on Physician Burnout](#) brought together representatives from eight health care organizations to raise awareness about the causes of physician burnout and to review and promote evidence-based solutions.
- The Society, the MHA, Harvard T.H. Chan School of Public Health, and the Harvard Global Health Institute published a [paper](#) on physician burnout, which garnered extensive media attention. The report identified physician burnout for the first time as a public health crisis and laid out the actions key stakeholders must take to address the problem.
- MMS officers spoke at the Board of Registration in Medicine about physician burnout, and how the board could work with physicians to alleviate its many contributors. The Medical Society continues to work with the board on ways to amend or streamline its processes to reduce administrative burden and to not penalize physicians in the licensure process who are honest about their current or past stress and mental health issues.
- The MMS's Physician Health Services created the MedPEP (*Medical Professionals Empowerment Program*) [podcast](#) to help with physician burnout and other career issues. MedPEP explores the experiences of a young internist contemplating leaving



medicine. She speaks to various professionals who offer strategies to put the joy back into medicine. MedPEP listeners receive one CME risk management credit for listening to each episode.

- Burnout was one of the featured topics of the Massachusetts Medical Society and the Massachusetts Medical Society Alliance's [Northeast Regional Conference](#) in October.
- A sampling of some of the media coverage of the physician burnout paper:

[The Boston Globe](#)

[Today's Physician](#)

[Boston 25 News](#)

[Le Journal de Montreal](#)

[Fresno Bee](#)

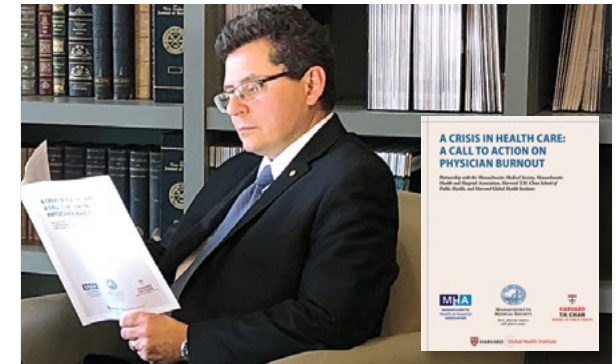
[UPI](#)

[NPR](#)

[Kaiser Health News](#)

[Washington Post](#)

[Smart Brief](#)



2018–2019 President Alain Chaoui, MD, reviewing the burnout report prior to a television interview. Photo by Yael Miller.

# ADVOCACY ON Firearm Safety

The MMS believes that physicians have an important role to play in firearm safety.

- The Centers for Disease Control and Prevention does not receive federal funding for public health research into gun violence prevention. The MMS has joined an organization designed to fill the void: the American Foundation for Firearm Injury Reduction in Medicine (AFFIRM). The nonprofit develops private sector resources to fund medical



and public health research into firearm-related violence and translates this research into practice.

- The MMS has continued to support Senator Markey's legislation to authorize federal funding for firearm safety and gun violence prevention research. The Medical Society also supported Senator Markey's bill, "Making America Safe and Secure Act," that incentivizes states to adopt

gun-licensing standards similar to those that have been effective in Massachusetts.

- Recent shootings, bombings, and other tragedies have prompted the MMS to host training sessions for Stop the Bleed, which teaches proper hemorrhage control techniques for physicians and other allied professionals. Some physicians have also been trained to teach lay people the same techniques.

# ADVOCACY ON Admin Simplification and Payment Reform

The MMS has been actively engaged in efforts to reduce the administrative burden on physician practices.

- The Medical Society has participated in the Mass Collaborative, a partnership of payers, providers, and trade associations whose mission is to reduce complex and cumbersome health care administrative processes. Recent successes include convincing the Department of Public Health to move the Massachusetts Controlled Substance Registration process online and developing standardized forms for providers to submit to Massachusetts payers for everything from prior authorizations to initial credentialing.
- The MMS has been successful in advocating for the integration of the Massachusetts Prescription Awareness Tool (MassPAT) into EHRs to streamline physician access.
- The MMS submitted extensive comments in response to the proposed rules to the Medicare Physician Fee Schedule and the Quality Payment Program. The Society joined the medical community at large in opposing the collapsing of E&M codes and payment; supporting the reduction of reporting requirements; and advocating for payment for expanded telemedicine services consistent with quality health care. The MMS also supported expanded definitions for low volume threshold, virtual groups, increased interoperability, and new Alternative Payment Models led by physicians.



# ADVOCACY ON Prescription Drugs

*Drug costs are a high priority for the MMS.*

The MMS continues to advocate for a multi-faceted approach to make medications more affordable for our patients. Among other approaches, the Society supports greater transparency around drug pricing and who benefits, the Federal Trade Commission's ability to limit anti-competitive behavior by pharmaceutical companies, and allowing Medicare to negotiate drug prices.



# ADVOCACY ON Vaping

*The MMS convenes a meeting of national experts to address vaping epidemic.*

The MMS is one of three founding organizations of Tobacco Free Mass. The Society hosted its inaugural policy forum, Vaping: Recent Developments and Emerging Issues, which featured nationally recognized experts who provided ideas for changing policy to address the alarming rise of youth use of e-cigarettes.



Lauren A. Smith, MD, MPH, vice chair of Tobacco Free Mass, moderates a panel on vaping at the Tobacco Free Mass policy forum at MMS headquarters.



# PROVIDING RESOURCES to Physicians

The Medical Society has always strived to ensure that physicians have access to the information, support, and resources they need to thrive, and those efforts have intensified as the challenges have increased.



- The Physician Practice Resource Center (PPRC) developed several new resources this year, including *Opening a Medical Practice: Your How-to Guide* and *Patient-Reported Outcome Measures: Current State and MMS Principles*.
- Information technology has a mixed record in improving clinical practice. The MMS investigated health information exchange- and electronic health record-based solutions to discover how the MMS can best help Massachusetts physicians get the right clinical information at the right time most efficiently. The Committee on Information Technology and the Task Force on EHR Interoperability and Usability also helped develop two on-demand CME programs: *Artificial Intelligence and the Future of Clinical Practice* and *Creating a Successful EHR that Physicians Enjoy Using*.
- The Committee on Information Technology held its 19th annual IT award competition, rewarding technologies that assist physicians in the practice or teaching of medicine or the pursuit of clinical research.

## ■ Practice Management CME

- Evolving Models for Sustainable Medical Practice
- Reading Financial Forms
- Basic Introduction to Stark Law
- Negotiating Your Best Employment Agreement
- Physician Employment Contract Basics
- Current and Future Models of Physician Compensation
- Restoring Well-Being to the Medical Profession
- Running on Empty? Physicians' Path to Enjoying Life and Medicine More
- Transitioning to Alternative Payment Models
- Understanding Clinical Documentation Requirements for ICD-10

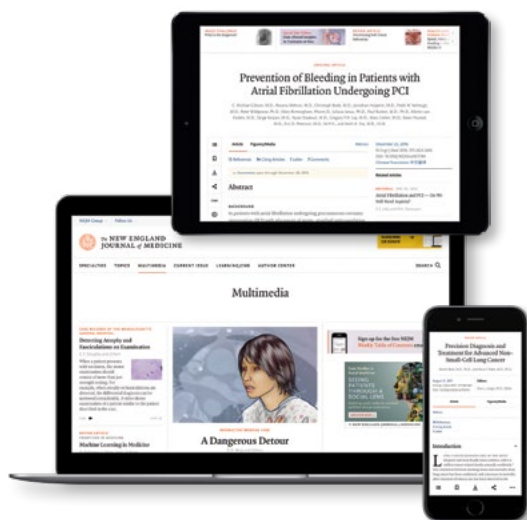


# EXCELLENCE IN Medical Education

NEJM Group, the publishing division of the MMS, fosters connections among practitioners, researchers, educators, and health care leaders across the globe. From breakthrough medical research and educational offerings to analysis and clinical insights, NEJM Group delivers trustworthy information that inspires, challenges, and supports physicians' work to improve patient care.



- A revitalized, mobile-friendly [NEJM.org](#) kicked off 2018 with a modern look-and-feel, better navigation, and a new [Learning](#) section for weekly CME, Videos in Clinical Medicine, and Challenge Yourself.

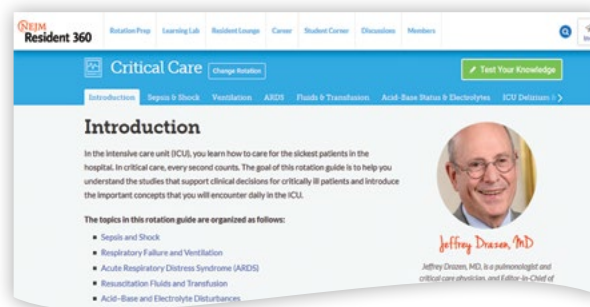


- [NEJM 医学前沿](#) (Yi Xue Qian Yan) delivers select, translated articles from the *New England Journal of Medicine* (NEJM) and *NEJM Journal Watch* to health care professionals in China. The Chinese-language digital platform addresses a growing need for trusted medical information about illnesses prevalent in



China, including cardiovascular disease, stroke, diabetes, cancer, pulmonary disease, and maternal/child health.

- Through reports, articles, and events, [NEJM Catalyst](#) brings together health care executives, clinical leaders, and clinicians to discuss innovations and share practical solutions to help address health care's most urgent challenges.



- [NEJM Knowledge+](#) introduced new learning modules that, like NEJM's other offerings, facilitate lifelong learning for clinicians while helping them prepare for their board exams and improve their practice.
- The [NEJM Resident 360](#) community increased its membership by 64 percent to almost 100,000 student and resident members, providing them with foundational clinical knowledge, career insights, and support via interactive forums, guides, podcasts, and other learning tools.



Microsoft co-founder and philanthropist Bill Gates delivered the 2018 Shattuck Lecture, a prestigious yearly talk co-presented by the *New England Journal of Medicine* and the Massachusetts Medical Society in Boston. In his talk, "Innovation for Pandemics," Gates warned that the world is unprepared for the next deadly global pandemic. After his lecture, he had a sit-down with Michelle Ann Williams, SM, ScD, dean of the faculty at Harvard T.H. Chan School of Public Health.

# MMS Leadership

April 2018–April 2019

## OFFICERS



Alain A. Chaoui, MD  
President



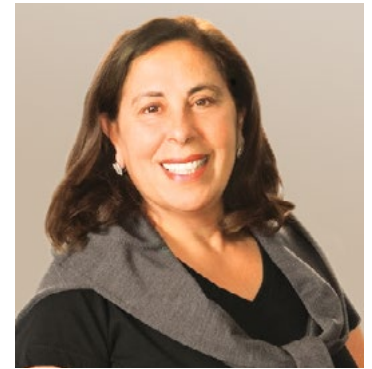
Maryanne C. Bombaugh, MD,  
MSc, MBA, FACOG  
President-Elect



David A. Rosman, MD, MBA  
Vice President



Joseph C. Bergeron Jr., MD, FCAP  
Secretary-Treasurer



Lynda G. Kabbash, MD, FAAAAI  
Assistant Secretary-Treasurer



Francis P. MacMillan Jr., MD  
Speaker, House of Delegates



McKinley Glover IV, MD  
Vice Speaker



Henry L. Dorkin, MD, FAAP  
Immediate Past President



Sandra S. Delgado, MHA  
Alliance President



Lois Dehls Cornell  
Executive Vice President



# MMS Board of Trustees and District Presidents

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Note: All the MMS officers and 2017–2019 Alliance President Sandra S. Delgado are also members of the Board of Trustees.

# Physician Group Members of the Massachusetts Medical Society

Acton Medical Associates  
Andover Pediatrics  
Anesthesia Associates of Massachusetts  
Apex Health (Formerly IM Physicians  
of North Shore)  
Associates in Internal Medicine  
Asthma & Allergy Affiliates  
Atrius Health  
Baystate Brightwood Health Center  
Baystate Mason Square Neighborhood Health Center  
Baystate Medical Practice  
Baystate Ob/Gyn Group  
Baystate Trauma  
Berkshire Medical Center Physicians  
Berkshire Orthopedic Associates  
Beth Israel Deaconess OB/GYN & Midwifery  
Blue Cross Blue Shield of Massachusetts  
Boston ENT Associates  
Boston Health Care for the Homeless Program  
Boston IVF (Formerly IVF New England)  
Boston Sports & Shoulder Center  
Boston University Affiliated Physicians  
Boston University Radiology Associates  
BourneWood Clinical Associates  
Bowdoin Street Health Center  
Brigham & Women's Hospitalist Service  
Brigham & Women's Physicians Group  
Brockton Neighborhood Health Center  
Brookside Community Health Center  
Cambridge Health Alliance  
CAPAnesthesia  
Cape Cod Anesthesia Associates  
Cape Cod Ear, Nose, and Throat Specialists  
Caring Health Center

Central Mass IPA  
Charles River Community Health  
Child Health Associates  
CHMC Otolaryngologic Foundation  
CHMC Surgical Foundation  
Codman Square Health Center  
Commonwealth Anesthesia Associates  
Commonwealth Pathology Partners  
Community Health Center of Cape Cod  
Community Health Center of Franklin County  
Community Health Programs  
Community Healthlink  
Comprehensive Psychiatric Associates  
Congenial Healthcare  
Dana-Farber Gastroenterology  
Dermatology Associates of Winchester  
Dermatology Associates of Concord  
Digestive Health Specialists  
Dimock Center  
Dowd Medical Associates  
Duffy Health Center  
East Boston Neighborhood Health Center  
Edward M. Kennedy Community Health Center  
Emerson Emergency Physicians  
Emerson Hospitalist Service  
Emerson IPA  
ENT Specialists  
ENT Surgeons of Western New England  
Essex County OB/GYN Associates  
Essex Neurological Associates  
Excel Orthopaedic Specialists  
Eye Health Services  
Fallon Health  
Family Doctors

Family Health Center of Worcester  
Family Medicine Associates of South Attleboro  
Family Medicine Associates of Hamilton  
Fenway Health  
Garden City Pediatrics  
Greater Boston Gastroenterology  
Greater Lawrence Family Health Center  
Greater Lowell Pediatrics  
Greater New Bedford Community Health Center  
Greater Roslindale Medical & Dental Center  
Hallmark Health Medical Associates  
Hampshire Gastroenterology Associates  
Harbor Health Services  
Harvard Pilgrim Health Care  
Harvard Street Neighborhood Health Center  
Hawthorn Medical Associates — Ob/Gyn  
Healthcare South  
Heart Center of MetroWest  
Highland Healthcare Associates IPA  
Hilltown Community Health Center  
Holliston Pediatric Group  
Holyoke Health Center  
Hopedale Cardiology  
Hyde Park Pediatrics  
Lexington Eye Associates  
Lexington Pediatrics  
LGH Merrimack Valley Cardiology Associates  
LGH WomanHealth  
Lincoln Physicians  
Longwood Pediatrics  
Lowell Community Health Center  
Lowell General Medical Group  
Lynn Community Health Center  
Main Street Pediatrics

Manet Community Health Center  
Mass. Eye & Ear Anesthesiology  
Mass. Gastroenterology Association  
Mass. Psychiatric Society  
Mass. Society of Eye Physicians and Surgeons  
Medical Associates of Greater Boston  
Medical Associates Pediatrics  
Merrimack Urology Associates  
MGH Chelsea Healthcare Center  
MGH Everett Family Care  
Milford Gastroenterology  
Mount Auburn Cardiology Associates  
Mount Auburn Hospital Dept. of Medicine  
MVPediatrics  
Needham Pediatrics  
New England Dermatology  
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Newburyport Local Chapter  
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Newton-Wellesley Radiology  
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North Shore Ambulatory Anesthesia Partners  
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Ophthalmic Consultants of Boston  
Orion Emergency Services  
Orthopedic Affiliates

Orthopedic Care Physicians Network  
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Outer Cape Health Services  
Pediatric Associates at Northwoods  
Pediatric Associates of Brockton  
Pediatric Associates of Fall River  
Pediatric Associates of Greater Salem  
Pediatric Associates of Hampden County  
Pediatric Associates of Norwood and Franklin  
Pediatric Health Care Associates  
Pediatric Physicians Organization at Children's  
Pediatrics at Newton Wellesley  
Personal Physicians HealthCare  
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Pioneer Valley Pediatrics  
Pioneer Valley Radiation Oncology  
Plymouth Bay Orthopedic Associates  
Pondville Medical Associates  
Prima Care Gastroenterology  
Primary Care of Wellesley  
Quincy Pediatric Associates  
Radiology & Imaging  
Reliant Medical Group  
Schatzki Associates  
Seacoast Orthopedics & Sports Medicine  
SkinCare Physicians  
South Boston Community Health Center  
South End Community Health Center  
South Shore Cardiology  
South Shore Internal Medicine  
South Shore Medical Center  
South Shore Orthopedics  
South Shore Radiology Associates  
South Shore Skin Center

South Shore Urology  
South Shore Women's Health  
South Suburban Gastroenterology  
Southeastern Surgical Associates  
Southern Jamaica Plain Health Center  
Sports Medicine North  
Springfield Anesthesia Service  
Springfield Health Services for the Homeless  
SSTAR Family Health Care Center  
Steward Medical Group (Brockton)  
Suburban Internal Medicine  
Truesdale Internal Medicine  
Truesdale Surgical Associates  
Tufts Health Plan Medical Affairs Department  
Tufts Medical Center Endocrine Division  
Tufts Medical Center General Medical Associates  
UMass Managed Care Providers  
UMass Memorial Medical Group  
Upham's Corner Health Center  
Urology Consultants of the North Shore  
Valley Women's Health Group  
Wellesley Women's Care  
Wesson Women's Group  
Western Mass. Gastroenterology Associates  
Western Mass. Pathology Services  
Westford Internal Medicine  
Weston Pediatric Physicians  
Whittier Street Health Center  
Wilmington Pediatrics  
Woburn Medical Associates  
Women's Health Care  
Women's Health of Central Massachusetts



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