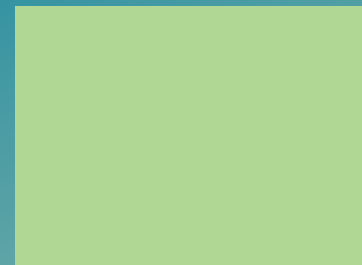
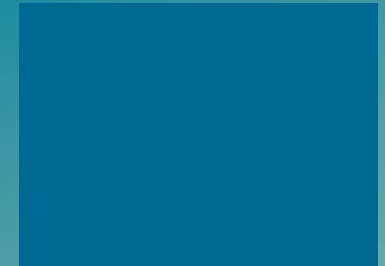




MASSACHUSETTS
MEDICAL SOCIETY

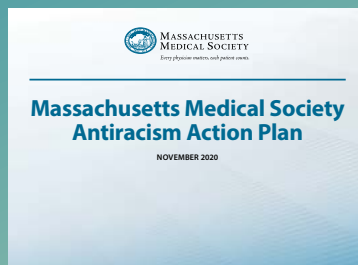
Annual Report 2020–2021



Filed **12** bills
in state legislature



25,140
MMS members



624
media placements

From the President

Serving as president of the Massachusetts Medical Society was the realization of a professional dream, but I certainly couldn't have dreamed of the challenges we faced together.

We encountered simultaneously two public health crises — a global pandemic that upended our way of life and the crisis of inequity that has cost lives since the beginning of our country.

The silver lining through this year was that we were fortunate to be in a prime position to be a trusted voice and collaborator, thanks, in no small part, to my predecessor, a gifted and compassionate leader, Dr. Maryanne Bombaugh.

We formed an equity plan with the explicit goal of avoiding performative antiracism. The lens of equity was applied not only to our efforts on COVID-19 but was foundational in each and every advocacy initiative undertaken on behalf of our patients and our profession.

I am so incredibly proud of all of you for your support in taking meaningful steps toward becoming an antiracist organization and in our forming of policies that will forever amplify our impact in eliminating disparities in health care access and delivery.

I thank you for your courage and your empathy during an unprecedented and difficult time.

We know that neither crisis — COVID or inequity in health care — is over. What we do know is that we, the members of the Massachusetts Medical Society, will continue to rise as one in the face of these and any future crises. We will fulfill our mission and deliver on the promise that health, in all its dimensions, to all people, is a basic human right.

I offer my best wishes to Dr. Carole Allen, an incredible physician, advocate, and leader, and a great friend, in her term as the 139th president of the Massachusetts Medical Society.

*David A. Rosman, MD, MBA
President, MMS, May 2020–May 2021*



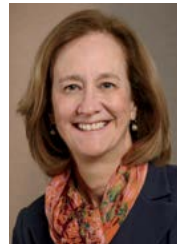
From the Executive Vice President

Of the many momentous changes in medicine this year, perhaps the most significant is the commitment of our Massachusetts Medical Society and other organizations locally and globally to addressing racism in medicine. The MMS has created a process to ensure that our commitment to antiracism reaches every facet of our business.

- As a member organization, the MMS recognized racism as a public health crisis and committed to being an antiracist organization. That policy became action through the creation of and execution on an Antiracism Action Plan. We have offered educational programs on creating more inclusive work environments and identifying and addressing racism in medicine.
- As a publisher, NEJM Group increased race and medicine content across our portfolio and updated publication style guides to address race and ethnicity language and usage. NEJM Group also became an inaugural collaborator on ProjectIMPACT to improve health equity by aiding clinicians in accurately diagnosing disease in dark skin.
- As an equal opportunity employer, our diversity, equity, and inclusion (DEI) work to increase diversity in hiring has been a long-standing commitment. This year, the Society conducted DEI awareness training for all employees and engaged employees through a speaker series and participation in a DEI council and related workstreams.

Just as our strategic plan builds toward the long-term relevance and sustainability of the Massachusetts Medical Society, so does our commitment to equity for every physician, every patient, and every one of our employees. The MMS dedication to diversity, equity, and inclusion is resolute and unwavering. DEI is fully aligned with our organizational values, and we are proud to make DEI a part of our organizational DNA.

*Lois Dehls Cornell
Executive Vice President, MMS*



Information in this report reflects activities of the Massachusetts Medical Society from May 2020 through May 2021. The MMS annual report is produced by MMS Publishing Operations and the Department of Communications. © 2021 Massachusetts Medical Society

MMS Commits to Antiracism

Dismantling racism in medicine and health care came to the fore as a high-priority issue for the MMS. Against the backdrop of a broader societal reckoning over violent police interactions, the disproportionate incidence of COVID-19 infection and mortality in communities of color forced an overdue acknowledgment of the other pandemic: racism.

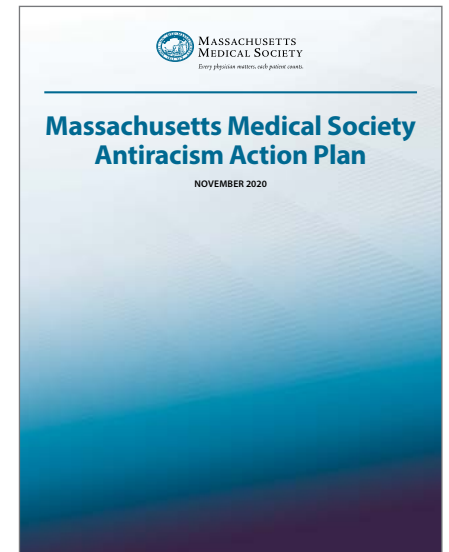
The Medical Society pledged to address structural racism and inequities affecting our members, the larger medical community, and especially our patients. To help guide this work, MMS President Dr. David A. Rosman convened the MMS Antiracism Advisory Group to

listen to physicians' experiences, to learn from diverse perspectives, and to develop recommendations for how best to fulfill the commitment to becoming an antiracist organization.

In November, the Medical Society released its Antiracism Action Plan, which provides a framework for uncovering and eliminating racism and implicit bias affecting MMS members, Massachusetts physicians, patients, and public health. **The plan establishes measures to hold the Medical Society accountable for its progress as it moves forward** with its long-term work to root out structural racism and achieve racial equity.



At the December 2020 Interim Meeting, **the MMS officially recognized racism as a public health crisis and further committed itself to promoting equity and racial justice by prioritizing antiracism in the Medical Society's policies, strategic plan, governance, and activities.**



The MMS Antiracism Action Plan describes underlying principles and key objectives the MMS will employ to create and maintain change as it works to become an actively antiracist organization.

“Racism permeates all sectors of society. Health care is no exception. . . . The Massachusetts Medical Society will ensure that our commitment to working for the best possible health care for all patients is focused by the lens of equity and racial justice.”

— David A. Rosman, MD, MBA
President, MMS, May 2020–May 2021

ANNUAL EDUCATION PROGRAM

Reimagining Health and Equity in a Post-COVID-19 World

Tuesday, April 27, 2021, 7:00 p.m. to 8:30 p.m.



JOAN Y. REEDE, MD, MS, MPH, MBA



ROCHELLE P. WALENSKY, MD, MPH



PATRICE A. HARRIS, MD, MA



MICHAEL A. CURRY, ESQ



A Year of COVID-19: The MMS Acts for Physicians and Their Patients



Since the first cases of COVID-19 were confirmed in the Commonwealth in 2020, the **Massachusetts Medical Society** took action to ensure that the state's physicians had a voice in the response and received crucial information rapidly. The MMS assumed a leadership role in continual communications with members, the broader medical community, the Baker-Polito Administration, the Massachusetts Department of Public Health (DPH), Division of Insurance (DOI), and other stakeholders to convey concerns and advocate for physicians and patients.

As the challenges rapidly evolved — from shortages of personal protective equipment at the pandemic's onset to diagnostic testing challenges and then the complexities of the vaccine roll-out — the Medical Society met the

need for timely and relevant information for the physicians and the public.

The **MMS monitored shifting public health recommendations and alerted physicians to the most recent clinical guidance from state and federal agencies** — conveyed in our twice-weekly *Planning and Preparedness* e-newsletter and frequent updates on our [COVID-19 web pages](#).

The Medical Society continued to host calls with DPH officials, who briefed members directly on emerging information and answered questions. **Through an MMS series of COVID-19 Virtual Member Forums**, physicians heard from experts on timely topics including school reopening, the needs of vulnerable populations, and latest developments and resources regarding available COVID-19 vaccines.

Calls with the DOI raised awareness of payer policy changes and provided opportunities for physician practice concerns to be addressed.

As vaccine became available for health care workers, the **MMS worked with the Commonwealth's COVID-19 Command Center and DPH in collaboration with Mass General Brigham to facilitate vaccine distribution to independent and specialty practices.**

The Society also raised awareness of vaccine access challenges and hesitancy in underserved communities and pushed for recognizing the important role of trusted, community-based physicians in vaccinating vulnerable residents quickly and equitably.



Informing and Advocating for Physicians

94

MMS *Planning and Preparedness* e-newsletters

10

calls/month with COVID-19 Command Center

13

informational calls between DPH and MMS physicians

Coordinated distribution of ~300 doses of vaccine for staff in physician practices

NEW: COVID-19 Vaccine Resource Page

Information on the COVID-19 vaccines and the state's vaccine allocation plan



MMS Members: Connected and Engaged while Apart

As the state's largest physician-led organization, the Massachusetts Medical Society remains focused on its mission to support the medical profession while promoting access to quality care for patients throughout the Commonwealth.

The majority of the Society's work this year focused on providing support to physicians and other health care providers so they could better assist patients amid the extraordinary challenges of the pandemic.

Despite the need for the MMS to pivot and conduct the Society's activities virtually, MMS members continued to advance policies



and engage with colleagues through the Medical Society's committees and sections.

Robust policy-making sessions at the Interim Meeting (late 2020) and Annual Meeting (spring 2021) reflected great ingenuity and effort by members and staff to recreate the highly democratic and collaborative MMS policy-making process in virtual sessions. Dozens of proposed and debated policies adhered to priorities articulated in the MMS strategic plan while also addressing new challenges raised by the pandemic and the year's social issues.


Members continued to engage in other activities and events that supported connection among physicians across the state, including:

- **A virtual program that addressed "10 Action Items to Combat Racial Bias in Medicine,"** co-sponsored by the Society's Committee on

member MAKING A DIFFERENCE

LaShyra Nolen 

member MAKING A DIFFERENCE

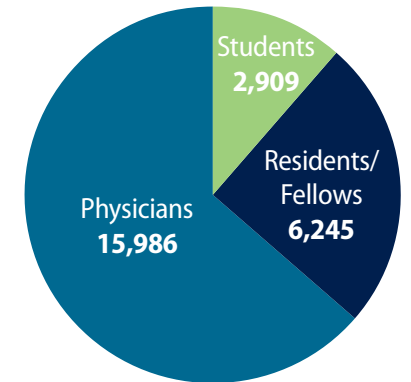
Andrew Jorgensen, MD, FAAP, FACP 

Diversity in Medicine, the Minority Affairs Section, and the International Medical Graduates Section

- **Growth of the two-year-old Women Physicians Section** in member interest and successful work in MMS policy-making
- **A webinar for medical students to learn about private practice,** sponsored by the Committee on the Sustainability of Private Practice
- **Online and outdoor in-person events hosted by the Member Interest Network (MIN)** on topics ranging from Massachusetts birding and wildflowers to musical performances and virtual art exhibits by members



MMS Membership as of May 31, 2021



Total MMS Membership = **25,140**



Left: HOD Speaker Francis P. MacMillan Jr., MD, and Vice Speaker Melody J. Eckardt, MD, MPH, deftly presided over virtual policy-making sessions. Above: Dr. Canan Avunduk, her husband, Bill, and guests enjoy a September hike at Wachusett Meadow, organized by the MIN.

Public Health and Health Policy

COVID-19 and the push for racial equity in health care dominated the Medical Society's work in public health and health policy this year. Results were evident in our contributions to state policy and in our continued commitment to [health care as a human right](#) and equitable care for all.

Drawing upon years of strong relationships and mutual respect, MMS leaders and staff worked closely with the Massachusetts Department of Public Health (DPH) on behalf of physicians and patients, and individual members were called upon to serve in advisory roles to state health policy entities. Ongoing informational calls hosted by the MMS with DPH officials conveyed

the concerns and perspectives of our member physicians and provided an opportunity for members to hear emerging information from the DPH.

Throughout the year, virtual member programs overseen by the MMS Health Policy and Public Health team included the following:

- **“Psychological First Aid: Healthy Recovery Now and in the Aftermath of the COVID-19 Public Health Crisis,”** a live webinar attended by 304 participants in July 2020, focused on the physical and emotional trauma endured by physicians and others on the pandemic's front lines and how Psychological First Aid can ameliorate those effects. The



Simone S. Wildes, MD (left), chair of the MMS Committee on Diversity in Medicine and vice-chair of the MMS Committee on Public Health, served on Governor Charlie Baker's COVID-19 Vaccine Advisory Group and the state Department of Public Health's COVID-19 Health Equity Advisory Group.



MMS Member Asif Merchant, MD, FACP, CMD, CPE (center), chair of the MMS Committee on Geriatric Medicine, served as the Society's representative on the governor's COVID-19 Vaccine Advisory Group, which was chaired by MMS member Paul Biddinger, MD (right).



Speakers at the Public Health Leadership Forum in October 2020 included (clockwise from upper right): moderator Harold Cox, MSSW, Boston University School of Public Health; and faculty Cassandra Pierre, MD, MPH, Boston Medical Center; Anne Stangl, PhD, Hera Solutions, LLC; and Michael Curry, Esq., Massachusetts League of Community Health Centers.

program was sponsored by the MMS and its Committee on Mental Health and Substance Use and the Committee on Preparedness and by the Massachusetts Psychiatric Society. It is available as an [online educational program](#).

- **“Redefining Global Health in the 21st Century,”** hosted by the Medical Society's Committee on Global Health for medical students, trainees, physicians, and other health professionals, addressed global health education during COVID-19; included a presentation on *Horizontal Systems Strengthening in Global Health*; and provided an opportunity to participate in a Healthcare Design Thinking Workshop hosted by MIT Hacking Medicine.

- **The 17th Annual Public Health Leadership Forum: “Stigma and Illness”** examined how to address the stigma that adversely affects patient outcomes and worsens the already unacceptable disparities faced by people of color and other marginalized populations. It also is available as an [online educational program](#).



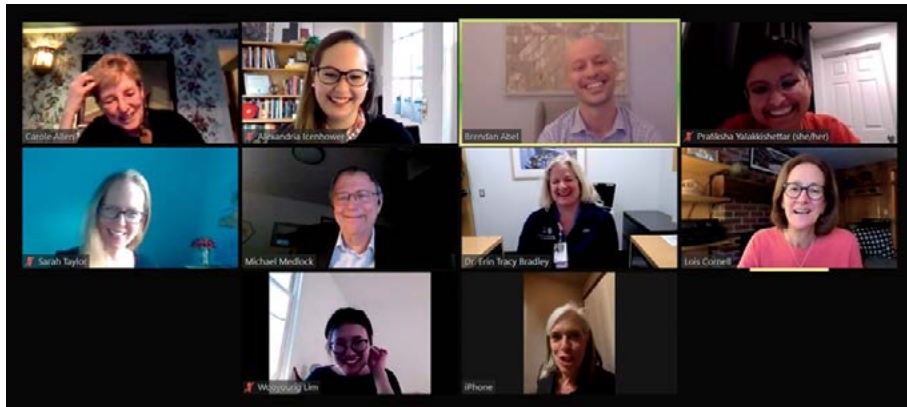
The MMS hosted 13 [informational calls](#) regarding COVID-19 for member physicians with the state DPH.

Advocacy and Government Relations



The MMS advocates on behalf of the state's physicians and patients by testifying on pending bills, drafting legislation, analyzing regulatory proposals and executive orders, facilitating grassroots member advocacy, and collaborating

with aligned organizations. The MMS also shares its expertise with legislators, staffers, and others to keep physician and patient perspectives at the center of vital issues.



MMS president-elect Dr. Carole E. Allen (top left), MMS physician members, and MMS staff met with Congresswoman Katherine Clark and her team during the National Advocacy Conference in February 2021, a yearly American Medical Association meeting that brings together health experts and political insiders to discuss the future of health policy. During meetings that the MMS arranged with the entire Massachusetts congressional delegation, the Medical Society advocated for policies to address COVID-19 relief, health inequities, telehealth, and health care reform.

MMS advocacy on key topics this year included the following:

Telemedicine

- Successfully **advocated and negotiated telemedicine legislation** that secured broad coverage mandates for patients and select reimbursement parity requirements; secured coverage for audio-only telehealth; and prohibited insurers from driving telehealth to third-party platforms
- Led statewide **physician efforts to secure optimal regulatory implementation** of telehealth law

Physician Payment and Billing

- Advocated successfully for **supplemental payments and deferred payment reductions to the Medicare fee schedule**
- Contributed significantly during congressional negotiations for the **No Surprises Act** passed to protect patients from receiving surprise medical bills for out-of-network care

Women's Health

- Advocated for passage of the **ROE Act**, which **protects and expands access to abortion care** in Massachusetts

- Supported creation of a special legislative commission, with an MMS representative, to study and make recommendations to **address racial inequities in maternal health**
- Successfully supported state efforts to **extend Medicaid postpartum coverage** from 60 days to one year

In Washington, DC

Met virtually with staff from all **11** members of the Massachusetts congressional delegation and directly with **7** members, to advocate for optimal federal responses to COVID-19, telemedicine, and Medicare payment policy

In Massachusetts

Filed **12** bills in state legislature

Testified on over **30** bills

Met with **7** regulatory agencies and commented on several proposed regulations

Supporting Physicians and Their Practices



The MMS responded rapidly to assist physician practices during the COVID-19 pandemic, while maintaining momentum of ongoing initiatives for physician wellness, practice efficiency, and health equity. Successful efforts of the Practice Solutions and Medical Economics team included the following:

Wellness and Burnout

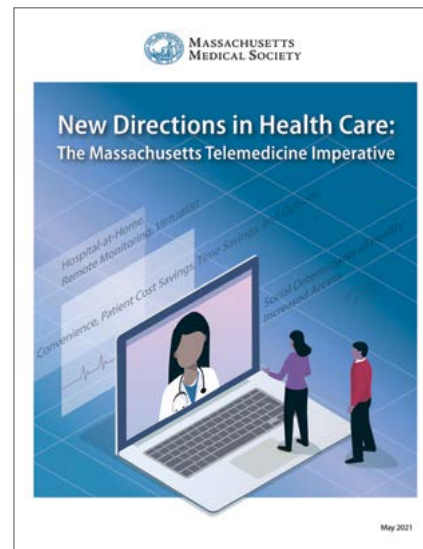
- Convened ongoing **roundtable discussions for Massachusetts chief wellness officers and other physician leaders to offer a learning and collaborative environment** for sharing experiences on well-being initiatives in their organizations
- Received signed **Commitment Letters** from 120 hospital and physician organizations that

pledged to address physician burnout, in response to a mailing sent to CEOs and CMOs by the MMS in collaboration with the Massachusetts Health and Hospital Association (MHA)

- Persuaded the state Quality Measure Alignment Task Force to accept the recommendation of the **MMS Task Force on Physician Burnout** to limit the total number of quality measures when adopting the state measures

Telehealth

- Spearheaded the **Telehealth Initiative** that supports physicians in Massachusetts and throughout the nation in implementing



telehealth to ensure practice efficiency and to facilitate positive experiences for patients and physicians

- **Hosted 10 public meetings with the Division of Insurance and MHA to troubleshoot member payer issues** including prior authorization and telehealth coverage and reimbursement
- **Interviewed 35 national and local experts** for the thoughtful and thorough MMS report **“New Directions in Health Care: The Massachusetts Telemedicine Imperative”**

Diversity, Health Equity, and Inclusion (DHEI)

- Developed a comprehensive four-part educational webinar series with the MHA on DHEI best practices that has been viewed more than 1,200 times

Member Services

- The Physician Practice Resource Center **addressed**

hundreds of calls from members on telemedicine, practice reopening, payer and billing issues, COVID-19 testing, PPE, and COVID-19 vaccine rollout

- Created and distributed the Practice Impact Survey (2.0) in November 2020, which yielded over 220 responses that helped identify the pandemic’s impact on physicians and their patients and informed subsequent MMS actions

<p>120 hospitals and physician organizations pledge to address physician burnout</p>
<p>Hosted 10 public meetings with the Division of Insurance and MHA regarding payer issues</p>
<p>>1,200 views of the MMS-MHA webinar series on Diversity, Health Equity, and Inclusion</p>



The Voice of Physicians across the Commonwealth

The Massachusetts Medical Society is a trusted leadership voice in health care across Massachusetts and the nation, and it continues to be a powerful and unwavering advocate for physicians and their patients, public safety, and data-driven health policies.

The Medical Society's Communications team informs members, other health care professionals, legislators, regulators, and the public of our policies and advocacy efforts through the [MMS website](#) and social media, and via engagement with local, trade, and national media. Our member communications — the *Vital Signs* publication and *Vital Signs This Week* e-newsletter — provide updates on upcoming MMS, professional, and educational events, and topics of interest.

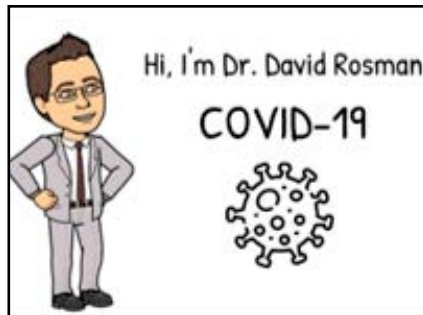
In the media this year, MMS leaders served as a constant and respected voice on COVID-19.



President David A. Rosman participated in 55 on-the-record media interviews. He was a leading voice on COVID-19 and health care disparities and on advancing the MMS's position on legislative and public health issues such as surprise billing, health equity, and COVID-19 vaccination.

Engaging Members and the Public

At the height of the COVID-19 surge in the summer of 2020, the MMS worked with New England's professional sports teams to remind residents to #MaskUp. By harnessing the reach of the teams' social media followers, we expanded the MMS's presence in the public eye. As vaccines became available, the MMS was invited to join the state Department of Public Health's COVID-19 Communications Advisory Group to help develop messaging for the state's *Trust the Facts. Get the*



To view MMS videos created to educate the public on COVID-19 safety, click on the images above.

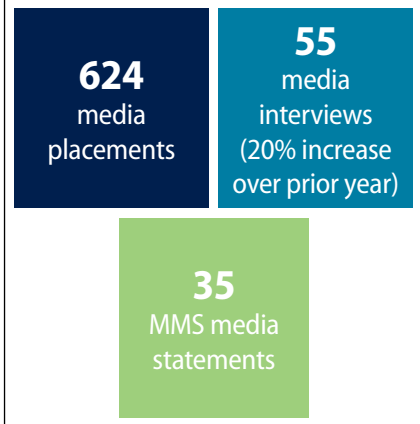
Vax advertising campaign, which is geared toward communities where vaccine confidence was low.

To communicate, support, and connect with our diverse member audience, the MMS did the following:

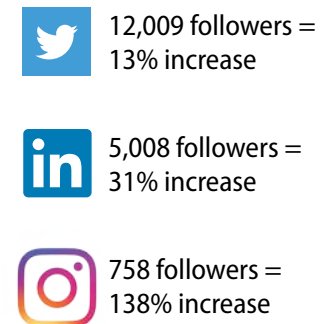
- Developed a new *Vital Signs* article feature, "**Member Making a Difference**," to highlight the many ways our members make an impact on their communities, patients, and profession
- Increased social media posts about our members to promote their accomplishments and strengthen their community
- Expanded video offerings to reach younger members, health care professionals, and the general public
- Created an official MMS President Twitter handle to reflect and amplify the voice of the physician
- *Vital Signs*, the MMS History Committee, and the president of the New England Medical Association collaborated to share stories of the state's pioneering Black physicians.



MMS in the News



Social Media Presence

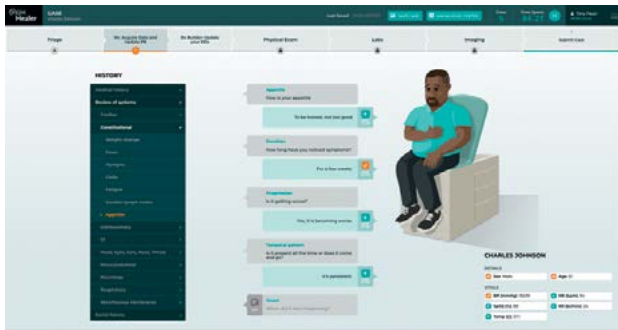


NEJM Group

NEJM Transitions to UCC Platform

The *New England Journal of Medicine* successfully transitioned onto a new platform in June 2021, representing a major milestone in the NEJM Group initiative to unify customer, commerce, and content systems (UCC). **This 18-month effort involved more than 100 people across every part of the publishing organization. Four million users of the flagship journal were migrated to the new platform.**

With the move to UCC, NEJM and NEJM Catalyst customers will enjoy a greatly enhanced user experience. In addition to unifying the customer experience, the UCC initiative consolidates and modernizes systems. **By building out and expanding commerce, customer, and related capabilities, UCC provides a technology foundation to better support existing and future products.**



NEJM Healer Launches for Online Learning

In May 2021, NEJM Group launched NEJM Healer — an online learning application to teach and assess clinical reasoning. NEJM Healer provides medical schools, physician assistant programs, and residencies with the tool they need to improve clinical reasoning instruction and is at the vanguard of establishing clinical reasoning as a recognized and tested core competency in medical education. Education Management Solutions is working with NEJM Group to distribute NEJM Healer to US medical schools.

“NEJM Healer represents a major advance in the ability to teach, learn, and measure clinical reasoning,” said Jeffrey M. Drazen, MD, NEJM Group editor. **“It teaches learners how to think like an experienced clinician in a way that is difficult for experts themselves to explain.”**

NEJM Healer is available now at www.simulationiq.com/nejm-healer.

New Collaboration Addresses Structural Racism

VisualDx, Skin of Color Society, and NEJM collaborated in the fall of 2020 to develop a four-part webinar series addressing structural racism and racial bias in medicine. Dark skin is significantly underrepresented in medical literature and curricula; consequently, clinicians of all licensures and specialties are often insufficiently trained to recognize disease patterns in patients of color. **The webinar educates providers on structural racism, disease patterns in dark skin types, and culturally competent care and has received nearly 17,000 views to date from over 100 countries.**

ProjectIMPACT was later formed in February 2021, with NEJM Group as an inaugural collaborator, to raise awareness and adoption of educational and clinical resources and solutions that bolster clinicians’ ability to accurately diagnose disease in black and brown skin and improve health equity. Learn more at www.visualdx.com/projectimpact.



World-Leading Content on COVID-19

NEJM made a significant contribution to worldwide COVID-19 knowledge by publishing **more than 500 coronavirus pieces (articles, letters, podcasts) from January 2020 through June 2021.** In January 2021, a **COVID-19 vaccine resource page** was added to NEJM.org to help clinicians stay informed of this important public health effort. FAQs written and frequently updated by Paul Sax, MD, provide frontline clinicians with answers to patient inquiries. More recently, **over 200 NEJM COVID-19 articles (already free on NEJM.org) became freely accessible through PubMed Central.**



MMS/NEJM Group Continuing Education, Accreditation, and Recognition

The MMS is a national provider of continuing medical education (CME) and has been awarded the status of Accreditation with Commendation by the Accreditation Council for Continuing Medical Education (ACCME). **This six-year accreditation term, achieved in December 2020, recognizes excellence as an accredited continuing education provider and honors the MMS for delivering CME programs that meet rigorous standards for educational quality and independence.**

The MMS develops, accredits, delivers, and reports annually on more than 260 CME and Maintenance of Certification (MOC) activities in conjunction with NEJM Group,

MMS committees, and joint providerships or partnerships with other organizations. The MMS also recognizes more than 45 hospitals and other health care organizations so that they may accredit their own CME activities through the MMS Recognized Accreditor Program, which in 2020–2021 expanded regionally to include accredited providers from Rhode Island and Connecticut.

The MMS shifted its live educational activities to virtual webinars and meetings to accommodate learners during the COVID-19 pandemic.

During the past year, many educational activities focused on COVID-19 and diversity, equity, and inclusion. This year's premier activities, part of the MMS's Annual and Interim Meetings, featured prominent faculty and yielded excellent attendance and feedback.

- Joan Y. Reede, MD, MS, MPH, MBA, dean, Diversity and Community Partnership, Harvard Medical School, delivered the 2020 Annual Oration, a signature event that dates back beyond 215 years, on ***Diversity in Medicine Matters: The Rewards of a Diverse Workforce.***

- The ***Annual Education Program 2021: Reimagining Health and Equity in a Post-COVID-19 World*** featured Dr. Reede; Rochelle P. Walensky, MD, MPH, director, Centers for Disease Control and Prevention; Patrice A. Harris, MD, MA, immediate past president, American Medical Association; and Michael A. Curry, Esq., president and CEO, Massachusetts League of Community Health Centers.
- The 131st Shattuck Lecture, ***COVID-19 in 2021: Lessons Learned and Remaining Challenges***, featured Dr. Anthony Fauci, director, National

Institute of Allergy and Infectious Diseases. **It had the highest attendance of any NEJM/MMS live educational activity to date with over 1,000 participants.**

Each of these activities, plus numerous others, are offered on the MMS website as an online activity for CME credit.



CME Activity Data (12 Months)	
265+ accredited activities offered	2,550+ hours of instruction offered
153,000+ physician interactions	45,700+ other learner interactions



At the 131st Annual Shattuck Lecture, leaders and staff of the MMS and the *New England Journal of Medicine* greet lecturer Anthony Fauci, MD. Top row (L to R): Lois Cornell, MMS executive vice president; Dr. David Rosman, immediate past president; Dr. Fauci; and Dr. Eric Rubin, NEJM editor-in-chief. Middle row (L to R): Stephen Morrissey, PhD, NEJM executive managing editor; MMS officers Dr. Theodore Calianos and Dr. Carole Allen; and Jessica Vautour, MMS staff. Bottom row (L to R): MMS staff Bob Harless, Danna Muir, and Joe Curro.

MMS Leadership

May 2020–May 2021

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President-Elect
Carole E. Allen, MD, MBA, FAAP



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*Note: All the MMS officers and Alliance
President Sophia X. Bogdasarian, RN, are
also members of the Board of Trustees.*

Physician Group Members of the Massachusetts Medical Society

Physician Group Members of the
Massachusetts Medical Society

Acton Medical Associates
Andover Pediatrics
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 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
Cape Cod Anesthesia Associates
Cape Cod Ear, Nose, and Throat
Specialists
Caring Health Center
Central Mass IPA
Charles River Community Health
Chelmsford Pediatric Physicians
Child Health Associates
CHMC Otolaryngologic Foundation
CHMC Surgical Foundation
Circle Health OB/GYN (formerly
LGH WomanHealth)
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
Associations (formerly Mass.
Psychiatry IPA)
Congenial Health

Dana-Farber Gastrointestinal Oncology
Dermatology Associates of Concord
Digestive Health Specialists
Dimock Center
Dowd Medical Associates
Duffy Health Center
East Boston Neighborhood
Health Center
East Boston Neighborhood Health
Center (formerly Boston Health
Care for the Homeless Program)
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
Eye Health Services
Fallon Health
Family Doctors
Family Health Center of Worcester
Family Medicine Associates of Hamilton
Family Medicine Associates
of South Attleboro
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
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 Cardiovascular Associates
Hyde Park Pediatrics
Internal Medicine Physicians of the
North Shore
Lexington Eye Associates
Lexington Pediatrics
LGH Merrimack Valley Cardiology
Associates

Physician Group Members of the Massachusetts Medical Society *(continued)*

Lincoln Physicians	Newton-Wellesley Obstetrics & Gynecology	Pioneer Valley Cardiology	SSTAR Family Healthcare Center
Longwood Pediatrics	Newton-Wellesley Physicians Primary Care	Pioneer Valley Pediatrics	Steward Medical Group (Brockton)
Lowell Community Health Center	North End Waterfront Health	Pioneer Valley Radiation Oncology	Suburban Internal Medicine
Lynn Community Health Center	North Shore Ambulatory Anesthesia Partners	Plymouth Bay Orthopedic Associates	Truesdale Internal Medicine
Main Street Pediatrics	North Shore Community Health	Pondville Medical Associates	Tufts Health Plan Medical Affairs Department
Manet Community Health Center	North Shore Physicians Group	Prima Care Gastroenterology	Tufts Medical Center Community Care
Mass. Eye & Ear Anesthesiology	Northampton Area Pediatrics	Primary Care of Wellesley	Tufts Medical Center Endocrine Division
Mass. Gastroenterology Association	Northeast Medical Practice (Addison Gilbert Hospital Group)	Quincy Pediatric Associates	Tufts Medical Center General Medical Associates
Mass. Society of Eye Physicians and Surgeons	Northeast Urologic Surgery	Radiology & Imaging	UMass Managed Care Providers
Medical Associates Pediatrics	Ophthalmic Consultants of Boston	Reliant Medical Group	UMass Memorial Medical Group
Merrimack Urology Associates	Orion Emergency Services	Schatzki Associates	Upham's Corner Health Center
MGH Chelsea Healthcare Center	Orthopedic Affiliates	SkinCare Physicians	Urology Consultants of the North Shore
MGH Everett Family Care	Orthopedic Care Physicians Network	South Boston Community Health Center	Valley Women's Health Group
Milford Gastroenterology	Orthopedics Northeast	South End Community Health Center	Wellesley Women's Care
Mount Auburn Cardiology Associates	Outer Cape Health Services	South Shore Cardiology	Wesson Women's Group
Mount Auburn Hospital Dept. of Medicine	Pediatric Associates at Northwoods	South Shore Health	West Cambridge Pediatric and Adolescent Medicine
MVPediatrics	Pediatric Associates of Brockton	South Shore Internal Medicine	Western Mass. Gastroenterology Associates
Needham Pediatrics	Pediatric Associates of Greater Salem	South Shore Orthopedics	Western Mass. Pathology Services
Nephrology Associates of Merrimack Valley	Pediatric Associates of Hampden County	South Shore Radiology Associates	Westford Internal Medicine
New England Dermatology	Pediatric Associates of Norwood and Franklin	South Shore Skin Center	Weston Pediatric Physicians
New England ENT & Facial Plastic Surgery	Pediatric Health Care Associates	South Shore Urology	Whittier Street Health Center
New England OB-GYN Associates	Pediatric Physicians Organization at Children's	South Shore Women's Health	Wilmington Pediatrics
Newburyport Local Chapter	Pediatrics at Newton Wellesley	South Suburban Gastroenterology	Woburn Medical Associates
Newton-Wellesley Internists	Personal Physicians HealthCare	Southeastern Surgical Associates	Women's Health Care
Newton-Wellesley Neurology Associates		Southern Jamaica Plain Health Center	Women's Health of Central Massachusetts
		Sports Medicine North	
		Springfield Anesthesia Service	
		Springfield Health Services for the Homeless	



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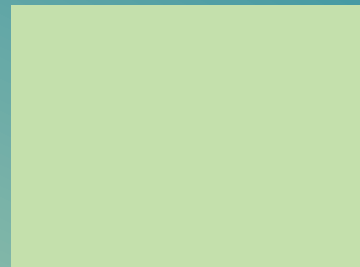
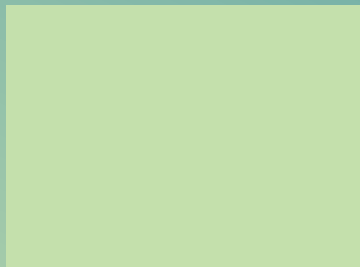


55
media interviews
(20% increase over prior
year)

>12,000
Twitter followers



Testified on
over **30** bills



Met with **7** regulatory
agencies and
commented on several
proposed regulations



758
Instagram followers =
138% increase

