

VITAL SIGNS



MASSACHUSETTS
MEDICAL SOCIETY

Vital Signs is the member publication of the Massachusetts Medical Society.

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Massachusetts Legislative Session Sees Measurable Progress

BY JEFF PERKINS, ESQ., MMS LEGISLATIVE & REGULATORY AFFAIRS COUNSEL

The Massachusetts legislature concluded its formal sessions for the 193 General Court (2023–2024) state legislative term on July 31. As of this writing, the legislature failed to reach a compromise on many bills the Massachusetts Medical Society (MMS) engaged with, including proposals to strengthen [health care market oversight and regulate private equity investments](#), [lower prescription drug costs](#), and expand access to substance use disorder treatment (with a [Senate proposal](#) allowing communities to establish [overdose prevention centers](#)). The legislature did, however, successfully enact several MMS-supported policies, including bolstering maternal health, new [gun safety measures](#), and a [FY25 state budget](#) that allocated first-time funding for [Physician Health Services](#) and expanded [legal parentage protections](#) for LGBTQAI+ families.

Bolstering Maternal Health (H.4999)

The legislature passed a landmark [maternal health bill](#) designed to expand access to care options and support for parents. This comprehensive legislation establishes licensure pathways for Certified Professional Midwives (CPMs) and lactation consultants, facilitates the creation of freestanding birth centers, and requires health insurers to cover postpartum depression screenings and home visiting services.

The bill also incorporates several initiatives supported by the MMS, including measures to strengthen the perinatal mental health workforce and bolster access to doula services. The MMS has maintained longstanding [concerns](#) rooted in patient safety regarding the establishment of licensure for CPMs. We are grateful to have collaborated with lawmakers to [address these concerns](#) and secure provisions that strike an appropriate balance to advance equity and promote patient safety in out-of-hospital birth settings.

Gun Violence Prevention (Chapter 135 of the Acts of 2024)

This session, Massachusetts passed the most significant gun safety legislation in a decade. The MMS [supported](#) several key provisions to strengthen the state's existing firearms laws, including addressing untraceable "ghost guns" and 3D-printed weapons and funding violence prevention programs. The law also expands the 2018 "Reg Flag Law" to allow physicians and other health care providers to petition for Extreme Risk Protection Orders (ERPOs) to keep guns out of the hands of their patients who may be a danger to themselves or others. The Society was able to influence legislation securing legal and liability protections for physicians, allowing them to only disclose necessary protected patient health information; the legislation now also stipulates physicians can't be held liable for failing to petition for an ERPO.

Advancing Physician Wellness (FY25 Budget — H.4800)

The MMS successfully advocated for the inclusion of \$250k in first-time funding to support the mission and critical services provided by [Physician Health Services](#) (PHS). PHS has experienced a surge in demand for mental health-related services, reflecting the mounting toll of prolonged burnout exacerbated by the pandemic. Its sustainability depends on a new and consistent revenue source to support the growing need for its services. Securing this funding in a down fiscal first year reflects the importance of addressing pervasive burnout impacting the physician workforce.

Legal Parentage Equality (Chapter 166 of the Acts of 2024)

The Medical Society is a proud [member](#) of the Massachusetts Parentage Act Coalition, which successfully advocated for the passage of *An Act*



Illustration by Sioux Waks

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PRESIDENT'S MESSAGE

Dear Colleagues,

In New England, we are blessed with four seasons. As we embrace the rhythm of fall, I hope you find moments of relaxation and renewal that bring balance and joy to our work.

Perhaps reading this issue of *Vital Signs* can offer a deserved break in a quiet setting.

Featured here is a summary of recent legislative actions. Our advocacy team has been at the table for many of these legislative decisions, to the benefit of our patients and our practices.

We have also included some insights into private practice: why you might consider it and how to make it work. For those interested in starting a private practice, the resources and support the Society offers are invaluable. For job seekers, the career feature offers advice on leveraging professional connections.

I also urge you to look at the penicillin allergy evaluation article. Many with "penicillin allergy" listed in their chart are not truly allergic; here you will find tips on how to safely "delabel" them.

Of course, one of the most critical issues facing our health care system remains the Steward Health Care crisis. We will continue to make sure that the voices and concerns of physicians and patients are prominent as we find our way out of this debacle.

I want to recognize and celebrate Women in Medicine Month. I am proud of our efforts to support and elevate our female physicians and medical students, the impact of the MMS Women's Physician Section and Committee on Women's Health, and of all the women taking on leadership roles here at the MMS, as you'll read about in this issue. We will relentlessly advocate for policies and initiatives that address inequities encountered by female physicians and patients.

I deeply value the viewpoints of all colleagues and welcome any concerns and ideas that can further strengthen our Medical Society.

Kind regards,

Hugh M. Taylor, MD, president@mms.org



Massachusetts Legislative Session Sees Measurable Progress

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to ensure legal parentage equality, which modernizes our state laws to facilitate the establishment of legal parenthood for LGBTQAI+ families and those who use assisted reproduction. By legally recognizing the diverse ways families are formed, this law safeguards the rights of parents and their children and ensures that all parents can make medical decisions on behalf of their children without delay or unnecessary legal barriers. By updating the Commonwealth's parentage laws, more children will reap the physical, mental, and emotional benefits of clearly defined legal parent-child relationships, improving the whole health of the child.

The legislature has signaled a commitment to continue working on many of the unresolved policy issues through the fall. The Medical Society will remain engaged with legislators and continue to advocate for key policy priorities.

None of the MMS advocacy work would be possible without our dedicated officers and members, especially our Committee on Legislation members and leadership. You too can get involved as an advocate by visiting the [Grassroots Action Center](#), where you will find active advocacy campaigns that need your support, toolkits for becoming an effective physician advocate, and information on health care issues concerning physicians. The Grassroots Action Center provides you with the resources necessary to make a meaningful impact with your local lawmakers on issues affecting your patients, your practice, and the future of health care.

Improving Patient Outcomes Through Penicillin Allergy Delabeling

BY TRISTIAN MILARCH, MPH

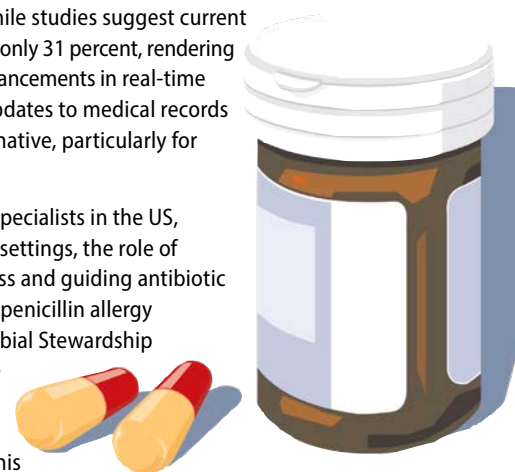
The Challenge of Mislabeling

Penicillin allergies are frequently misreported, with more than 90 percent of individuals who assert an allergy — often based on childhood experiences — being able to tolerate penicillin and related antibiotics when tested. This mislabeling poses significant risks, particularly for vulnerable populations such as the elderly, immunocompromised, and homeless populations. Incorrectly avoiding penicillin can lead to the use of less effective treatments, increased antibiotic resistance, a higher risk of adverse reactions, and elevated health care costs.

The Role of Physicians and Specialists

Traditionally, patients labeled as allergic to penicillin are referred to allergy specialists for skin testing. While studies suggest current skin tests have a sensitivity of only 31 percent, rendering them less effective, recent advancements in real-time diagnostic tools and direct updates to medical records present a more efficient alternative, particularly for low-risk patients.

With the shortage of allergy specialists in the US, especially in urban academic settings, the role of physicians in raising awareness and guiding antibiotic choices is crucial. Integrating penicillin allergy reassessments into Antimicrobial Stewardship Programs (ASPs) can enhance antimicrobial use by incorporating allergy assessments into training and protocols. This



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Improving Patient Outcomes Through Penicillin Allergy Delabeling

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approach helps reduce reliance on broad-spectrum antimicrobials, contributing to better patient outcomes.

Educating and Empowering Patients

Another key component of effective delabeling is patient education. “The key is to make patients knowledgeable about the process and the benefits of penicillin allergy delabeling,” says Lynda G. Kabbash, MD, allergist-immunologist at Beth Israel Deaconess Medical Center, sponsor of Resolution I-23 A-104, National Penicillin Allergy Day and Penicillin Allergy Evaluation and Appropriate Delabeling. “By educating patients, they are empowered to make informed decisions about their care, improving overall treatment outcomes.”

Long-Term Impact

Incorporating penicillin allergy reassessment into ASPs as a standard practice can significantly improve antibiotic selection and patient care. Clinicians across disciplines can influence institutional protocols by promoting initiatives that address broad-spectrum treatments commonly used for suspected beta-lactam allergies. Utilizing tools like preauthorization reviews and post-prescription audits, health care providers can enhance diagnostic practices and reduce unnecessary broad-spectrum antimicrobial use, particularly in vulnerable populations.

Penicillin allergy evaluations are essential, as emphasized by guidelines such as the CDC’s [Core Elements of Hospital Stewardship Programs](#). By embedding these assessments into ASP training and expanding educational initiatives, health care leaders can significantly improve patient access to appropriate care while reducing the risks associated with mislabeling.

Embracing Transformation: The Future of Private Practice

BY BISSAN BIARY, MMS PRACTICE SOLUTIONS OUTREACH MANAGER

As the health care landscape continues to change, we understand that private practice physicians are facing significant challenges — whether it’s dealing with administrative tasks, managing staffing shortages, or navigating reimbursement cuts. Despite these hurdles, private practice physicians still have the power to shape their future, often with the support of the Massachusetts Medical Society’s (MMS) Advocacy and Government Relations, and Practice Solutions and Strategic Planning teams, and our Committee on the Sustainability of Private Practice.

Private practice offers intrinsic rewards, such as autonomy in decision-making, the ability to forge lasting patient relationships, and the opportunity to innovate, allowing physicians to create their practice according to their values and aspirations. The MMS recognizes these benefits and is committed to supporting physicians in private practice to maintain their independence and financial viability.

Recently, the MMS Advocacy and Government Relations team, in collaboration with the Massachusetts Health & Hospital Association and Health Care for All, championed new legislation to streamline the prior authorization process, reducing the time physicians spend on paperwork and enhancing patient care. Our Advocacy team also addressed the critical shortage of primary care physicians by engaging with policymakers to attract and retain a diverse workforce and actively evaluates and recommends changes to covered

services, payment models, and the impact of emerging technologies to ensure fair compensation for physicians.

Our MMS Practice Solutions and Strategic Planning staff also explores strategies to enhance practice revenue, improve financial sustainability, and promote efficient operations. This includes mentorship and networking opportunities for physicians considering or establishing private practices, offering guidance on economic feasibility, practice models, and the complexities of running an independent practice. The Society actively engages with industry partners on critical private practice resources like electronic health records, payroll, reputation management, credentialing, marketing, contracting, and revenue cycle management to provide our members with essential practice tools so they can achieve high-performing outcomes and long-term practice sustainability.

In this current health care environment, the MMS Committee on the Sustainability of Private Practice’s work is vital in empowering physicians to support transformation while maintaining the core values of private practice. By prioritizing patient care, leveraging technology, and advocating for supportive policies, private practice physicians can thrive and continue to play an essential role in shaping the future of medicine.



Dr. Chris Garofalo

Chris Garofalo, MD, a family medicine physician in South Attleboro, MA, and chair of the committee, shared, “I am very proud of the advocacy and mentorship the Committee on the Sustainability of Private Practice has engaged in on behalf of the physicians and patients of the Commonwealth. We have had an excellent mix of primary care and subspecialty physicians representing multiple practice models as members of the committee,

which results in more meaningful reports to our House of Delegates and testimony on regulations and legislation at the state level. When we are contacted by a physician looking for assistance with transitioning to a private practice model of care, it is satisfying to know that everyone on our committee is ready and willing to contribute.”

If you would like support from the MMS Committee on the Sustainability of Private Practice, please contact Bissan Biary, MMS Practice Solutions Outreach Manager, at bbiary@mms.org.

2024 Annual Oration
**A Classroom Every Week:
Adolescent Overdose
Deaths and the Role of
the Pediatric Workforce**

Orator
Scott E. Hadland, MD, MPH, MS
Chief, Division of Adolescent and Young Adult Medicine
Associate Professor of Pediatrics
Mass General for Children/Harvard Medical School

Thursday, November 21, 2024
7:00–8:00 PM ET
Virtual

massmed.org/annual-oration **REGISTER TODAY**

Safeguard Your Medical License: Essential Legal Resources and Strategies for MMS Members

As a Massachusetts Medical Society member, you qualify for affordable legal services and expert advice from our [Legal Advisory Plan](#) attorneys on specific matters related to the Massachusetts Board of Registration in Medicine, helping you to protect your medical license and career.

To further support you in navigating potential legal challenges, view two on-demand webinars that address critical issues affecting your medical license:

[Board of Medicine Complaint: A Physician's Guide to Best Practices](#), with [Megan Grew Pimentel, Esq.](#), principal at [Adler, Cohen, Harvey, Wakeman & Guekquezian, LLP](#)

In this free and exclusive webinar for members, you will receive guidance from expert legal counsel on preventing and responding to a Board investigation, including:

- Why your communication style matters and how to respond, especially during difficult situations
- When and why you need a chaperone
- Why and how to document
- Your legal obligation in reporting peers
- Why legal representation matters and the benefits of the MMS Legal Advisory Plan
- How to prevent exhausting your malpractice insurance coverage

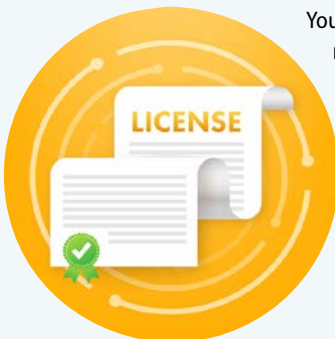
Passcode for Physician's Guide to Best Practices webinar: FiK53d%!

[Top Five Strategies You Need to Know to Defend a Board Complaint](#) with [Megan Grew Pimentel, Esq.](#), principal at [Adler, Cohen, Harvey, Wakeman & Guekquezian, LLP](#)

Understanding how to respond to a Board complaint to avoid a cascade of preventable mistakes can help protect your reputation and livelihood. In this free webinar, you will learn key approaches to safeguard your career, including:

- The top five strategies to successfully defend a Board complaint
- The importance of legal representation
- How to prevent exhausting your malpractice insurance coverage

Passcode for Top Five Strategies webinar: 3g?\$.ps3



Your medical license is one of your most valuable assets. By leveraging the expert legal resources and strategies included in your MMS membership, you can proactively safeguard your career against potential legal challenges. Visit our [Legal Advisory Plan webpage](#) to learn more.

Leveraging Your Connections in the Job Search

BY NISHA MEHTA, MD



As most of you have probably realized by this stage in your career, who you know matters. After so many years of college, medical school, residency, and possibly fellowship, you've been to a lot of institutions and conferences and made a lot of friends and connections. These individuals have their own connections, creating a powerful network you could access in your job search.

For most graduating trainees or physicians seeking jobs, their network is probably one of the most underleveraged tools they have in the job search. At every stage of the process, the network can play an important role in ensuring that you land your desired position. It can offer both opportunities and insights about particular positions that are hard to find elsewhere.

Often, there are jobs out there that aren't advertised — or if they are advertised, they may not be advertised in the places you are looking. Finding out about job opportunities should be a multipronged approach. Many physicians start their job search by responding to recruiters or looking at online job boards such as those from their specialty societies or by organizations such as NEJM CareerCenter. In recent years, the ability to tailor search parameters by inputting certain preferences such as location, salary, or type of position has made these job boards valuable in creating passive awareness of opportunities that meet your criteria. However, physicians actively seeking a change should also reach out to friends and connections in the field who may be aware of opportunities that aren't listed online. Program directors are often contacted by former alumni who are seeking physicians to join their practices, and emailing those in your network may be fruitful. Your past and present colleagues from your training program often have an ear open and may be aware of jobs that fit your criteria. Contacting physicians you know who are practicing in your job market of interest can also connect you to potential employers who may be posting jobs soon or who aren't actively recruiting but may create an opening for the right person.

Along these lines, it's important to network even when you aren't looking for a job since those connections may come in handy later. You can be more creative with business cards these days, and having some with your picture and relevant information to readily hand to people during conversation is helpful. Alternatively, ask for their contact info, and just send an email reiterating that you appreciated getting to know them and hope that your paths cross again in the future. Whether for a job or for another reason, referencing a previous positive interaction increases the chances a contact will respond.

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Leveraging Your Connections in the Job Search

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Leveraging your network extends beyond just finding out about opportunities. You can also use these connections to get the inside scoop about opportunities you're considering or dig deeper into details of a job opportunity you don't feel comfortable asking about at an interview or you'd like to get more context on. The other piece that's priceless is the insight on whether you're likely to fit into a group. If your friends or people that you respect or admire are friends with people at the opportunity you're considering, there's a higher likelihood that you will feel at home there.

If you're interested in a job and want to have leg up, it's also worth scouring your network for someone who's connected to an individual in a decision-making position. You can ask him or her to put in a good word for you. It is reassuring to an individual making decisions to know that a trusted voice believes you stand out in a sea of candidates. It may also give him or her an opportunity to address any concerns about your application he or she didn't feel comfortable asking you, but which would be helpful in eliminating any hesitation.

Lastly, the importance of the network is the reason not to burn bridges. As you go through your career, not every interaction will be positive; even if there's no negative history, you and a colleague may just drift apart. While you may just be busy or want to move on or ignore an issue, try your best to leave any last interactions on a positive note. When leaving a position or electing not to take a position, thank people for the positive aspects of your interactions, either in person or through an email or text. On the receiving end, having some closure and knowing that somebody thought to reach out will likely leave a positive impression. This will decrease the chances he or she will respond to a request for more information with an offhanded remark that could hurt you, intentionally or unintentionally.

Job searches are personal for everyone involved, and although the process can feel algorithmic, often the deciding factor about whether to take a job or to hire a candidate comes down to more than just credentials and location. Your network will play an important role in the process. Don't neglect to use this valuable tool to both find and assess opportunities and give yourself an advantage in the job search.

Nisha Mehta is a physician leader whose work focuses on physician empowerment, community building, and career longevity in medicine.

This article originally appeared on [NEJMCareerCenter.org](https://www.nejm.org/NEJMCareerCenter.org) and is produced by a freelance health care writer as an advertising service of NEJM Group and should not be construed as representing the views of the New England Journal of Medicine, NEJM Group, or the Massachusetts Medical Society.



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INTERIM MEETING

2024 Virtual Interim Meeting



#MMSINTERIM2024

Join us for the 2024 Virtual Interim Meeting!
Events include the House of Delegates sessions,
Virtual Reference Committee Hearings, the
Annual Oration, and the Ethics Forum.
Visit massmed.org/interim2024 for more details.
Registration is now open.

SAVE THE DATES

HOUSE OF DELEGATES OPENING SESSION

Monday, November 18, 7:00–9:00 PM

*Agenda includes AMA delegate/alternate elections,
presidential address, and routine house business.*

VIRTUAL REFERENCE COMMITTEE HEARINGS (A,B)

Tuesday, November 19, 7:00–9:00 PM

ANNUAL ORATION

Thursday, November 21, 7:00–8:00 PM

HOUSE OF DELEGATES SECOND SESSION

Saturday, December 7

9:00 AM to Close of Business

*Agenda includes presentation of
reference committee reports and votes.*

ETHICS FORUM

Wednesday, December 11, 7:00–8:00 PM

RESOLUTION AND REPORT DEADLINE

Tuesday, October 1

*Please visit massmed.org/resolutions for
the required template and information.*

Growing Impact of Women Physician Leadership

BY ERIN TALLY, SENIOR MEMBER RELATIONS ADMINISTRATOR, MEMBER ENGAGEMENT & COMMUNICATIONS

The face of physician leadership at the Medical Society continues to evolve and expand, with dynamic women at the forefront, taking on influential roles and driving impactful change. Their leadership is shaping a bright and inspiring future for medicine, ensuring progress and innovation for generations to come.

In 2019, the MMS began collecting and analyzing comprehensive demographic data to produce a study on gender equity, featuring membership; representation in the House of Delegates; reference committee makeup; and leadership positions within the MMS, including the Board of Trustees, Councils, and Section governance, plenary speaker invitations, recognition awards, and grant funding. The findings, disseminated in annual reports to the House of Delegates with recommendations to support ongoing gender equity efforts, provided valuable insights to both the membership makeup and the leadership positions self-identified female members take on at the Society. The most current data shows that women outnumber men in officer positions, reference committees, standing committees, and section chairs, to name a few.

Highlighting Women Section Chairs

The Sections are interest-based groups that offer members the opportunity to shape MMS policy, increase relevant knowledge and skills, and interact with peers with similar interests or backgrounds. We're pleased that newly elected women physicians currently chair three MMS Sections: International Medical Graduates (IMG), Women Physicians, and Early Career Physicians.



Dr. Sarita Bajracharya

Sarita Bajracharya, MD **Chair, International Medical Graduates Section (IMGS)**

The IMG Section, representing approximately 3,100 members, provides a forum for addressing the unique needs and concerns of IMGs, including discrimination, residency training, and licensure.

Dr. Bajracharya describes the MMS as having "a diverse membership where international medical graduates play a significant role in different settings, including community medicine, research, and academic medicine. International medical graduates help provide culturally competent care to our diverse ethnic and racial patient population; however, their journey to become a licensed medical professional is not easy.

As chair, I aim to further the mission and goal of the IMGs to advocate for the unique challenges faced by these members, including pursuing residency in Massachusetts and the subsequent licensure process. I am proud to promote the IMG Section as a secure professional home that encourages active participation and advocacy from all its members. As a woman, I understand unique challenges faced by female physicians. I am committed to encouraging their participation and providing a forum for advocacy, leadership development, mentoring, and networking."



Dr. N. Lynn Eckhart

N. Lynn Eckhart, MD **Chair, Women Physicians Section**

The primary objectives of the Women Physicians Section (WPS) are to influence and contribute to MMS policy and program development on issues of importance to self-identified women physicians. There are approximately 9,000 medical students and physician members of the WPS.

Dr. Eckhart "applauds the growing commitment of women to pursue medicine as a career; over half of [medical students are women](#), and this percentage continues to rise each year. In our role to support and promote women in their medical careers, the WPS seeks innovative solutions to assure women can thrive in their complex roles as clinicians, researchers, patient advocates, and teachers while they also care for their families and their communities. The WPS advocates and prepares women to be leaders in the profession and key players in reimagining a more inclusive health care system."



Dr. Caroline Yang

Caroline Yang, MD **Chair, Early Career Physicians Section (ECPS)**

Focusing on physicians aged 40 and under or within their first eight years of practice, this section, with approximately 3,000 members, identifies issues and sponsors educational and social programs specific to early-career physicians and lowers barriers to their participation in Society activities and governance. The

MMS-ECPS also represents the interests of its members to the AMA-Young Physician Section and the MMS House of Delegates.

Dr. Yang shared, "As incoming ECPS chair, I hope that we can engage both new and returning members while also amplifying the voices of our constituents, both on the state and national stage. Many members are less active due to competing life and career responsibilities, so I'm hoping to explore creative ways to lower the barrier to entry. We represent a unique life and career stage that offers us a valuable perspective on important health care issues, so I want to ensure our voices are heard."

Celebrating Women Physician Colleagues

We encourage you to attend the Women Physicians Section and Committee on Women's Health's 2024 Women in Medicine Awards Ceremony and Networking Event at MMS Headquarters on Monday, November 4, 2024, at 6:00 PM.

This year, two women physicians will be honored at the event. Manisha Bahl, MD, an associate professor of radiology at Harvard Medical School and Breast Imaging Division and quality director at the Massachusetts General Hospital, will be honored as the 2024 recipient of the Women's Health Research Award, which recognizes a physician for outstanding contributions advancing women's health research in Massachusetts.

Also being honored is Kathryn Martin, MD, an assistant professor of medicine at Harvard Medical School and practicing clinician in the Reproductive Endocrine Unit at Massachusetts General Hospital. Dr. Martin will be awarded the 2024 Women's Health Award, which recognizes a physician for outstanding contributions to advancing women's health in Massachusetts.

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Growing Impact of Women Physician Leadership

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This program will also feature a presentation, "Healthcare in US Jails," with speakers Marcella Alsan, MD, Professor of Public Policy at Harvard Kennedy School.

Meet and network with other medical students and physicians from around the state. All are welcome to attend. To register, please visit www.massmed.org/wim2024.

Across the Commonwealth

STATEWIDE NEWS AND EVENTS

WORCESTER — [Worcester Medicine](#) is celebrating over 240 episodes of [Health Matters](#), a program produced in a half-hour interview format that offers valuable information on disease prevention and treatment options. For more information, please email MWright@wdms.org.

ARTS, HISTORY, HUMANISM & CULTURE MEMBER INTEREST NETWORK

October Birding Field Trip — Sat., Oct. 19, 9 AM–1 PM. Location: Newburyport. [Click to Register](#). Participants can expect to see species that are permanent residents as well as migrants that are moving south from their breeding ranges. There is a short walk to the observation platform overlooking the ocean. You will see diving ducks, loons, grebes, and, with luck, Northern Gannets. The Maintenance Sub-headquarters is a good place to see a variety of sparrows, including Song, Savannah, and White-throated. At the Hellcat Wildlife Observation Area, you will look for waterfowl in the two large impoundments as well as more shorebirds. The woodlands around the parking area and the dike are often productive as well. The pace will ensure

that participants have an opportunity to see the birds and work through the identification process.

Exploring Costa Rica's Pacific Lowlands Lecture — Mon., Dec. 30, 7–8:15 PM. Virtual Only. This discussion will include photographs of incredible birds that thrive in Costa Rica, as well as tropical wildflowers, butterflies, and mammals. There will be bird photos that will include Boat-billed Heron, Common Black Hawk, Black-necked Stilt; wildflower photos of heliconias, Hot Lips, and ginger; and mammal photos such as the Spectacled Caiman and the raccoon-like Coati.

Contact Cathy Salas, West Central Regional Office at (800) 522-3112 or csalas@mms.org.

In Memoriam

Louis F. Anastasia, MD; 89; Falmouth, MA; Georgetown Medical School; died August 4th, 2024.

Alfred M. Donovan, MD; 91; Lynnfield, MA; Tufts University School of Medicine; died March 21, 2011.

Harris C. Faigel, 89; Chestnut Hill, MA; University of Buffalo School of Medicine; died August 24, 2024.

James J. Ledwith Jr., MD; 67; Scottsdale, AZ; Medical College of Virginia/Virginia Commonwealth; died July 9, 2024.

Charles E. Lutton, MD; 84; Uxbridge, MA; Jefferson Medical College; died July 12, 2024.

Herbert S. Sise, MD; 96; Keene, NH; Harvard Medical School; died April 18, 2008.



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HEALTHCARE LEADERSHIP WELL-BEING SUMMIT

INVESTMENT. IMPLEMENTATION. TRANSFORMATION.

November 14, 2024 | 9:00 a.m.–3:00 p.m.

MHA Conference Center, Burlington, Massachusetts 01803

This impactful one-day program is designed to equip healthcare leaders with the tools and strategies to address burnout, foster resilience, and cultivate a culture of well-being within their organizations.

To register for this event, [click here](#).



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*Every physician matters,
each patient counts.*



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