

Baystate Medical Practices

2022 ANNUAL REPORT



Baystate
Health



UMass Chan
MEDICAL SCHOOL

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Andrew W. Artenstein, MD

Chief Physician Executive and Chief Academic Officer, Baystate Health
President, Baystate Medical Practices
Regional Executive Dean and Professor of Medicine, UMass Chan Medical School-Baystate

When the history of pandemic is written, 2022 may be remembered as a watershed, transitional year. It began with the worst COVID-19 wave of the pandemic caused by the Omicron viral variant, and as the year ends, it appears that COVID-19 infection may be transitioning to become a chronic and endemic condition. For Baystate Health (BH), Omicron brought a host of new and difficult challenges to teams that were already seasoned veterans after nearly two pandemic years. As in previous waves, western Massachusetts was harder hit than the rest of the state. At the peak of the winter wave, more than one-third of all hospital beds at BH were occupied by patients with COVID-19 infection. Once again, the resilience of our BMP-led clinical teams was put to the test and once again the commitment and compassion of our colleagues shone through.

As with all such crises, the pandemic's impact extends far beyond the event itself. In 2022, either due to or exacerbated by the pandemic, several other crises in healthcare emerged: massively increased demand for adult and pediatric behavioral health services and a spike in behavioral health emergencies; surges in overall demand for ambulatory and hospital services due to pent-up needs that went unmet during the pandemic waves; record staffing shortages across all domains of healthcare as talented professionals left organizations and the industry in droves. All of these have

had the detrimental effect of further stressing the resiliency of physically and emotionally exhausted care teams.

Despite all the profound challenges, why am I so optimistic about our future? The answer is simple—the big WE: our people, our collaborative spirit. Despite the multiple, profound challenges wrought throughout the pandemic, BMP teams performed with valor, empathy, and distinction. WE continued to advance the strategic goals and vision of BH. WE consistently acted in service to the greater good of our patients, our community, and each other. Based on this ethos, our future is bright.

Recovery and growth have already begun within our organization. It actually started early in the pandemic. As you will see in the pages that follow, our teams have persevered and made great strides in the face of long odds. There will be many challenges ahead, yet I am confident that WE will realize BMP's vision: to be the premier provider organization in the region, nationally recognized for delivering and evaluating high value health and innovative medical education across an integrated, strategically aligned system.



Betty LaRue, MN, RN

Chief Operating Officer, Baystate Medical Practices
Vice President, Baystate Health Ambulatory Operations

In 2022, the year for post-pandemic reemergence, much of our focus was on rebuilding our workforce and renewing our work on programmatic and service growth.

Safety/Quality

- Significant gains in hypertension control (>90th percentile nationally), breast cancer screening rates (77%) and depression screening accuracy and documentation.
- Implementation of Vocera technology to address urgent patient clinical calls and practice work redesign to improve message management.
- Improved ambulatory infection control score to 97%.

Experience

- "Willingness to Recommend" scores rose to 89.4%, up from 88.8% in 2021, although shy of our 90.4% target.
- Key drivers around listening to patients and improved patient instructions will continue to be our focus in 2023.
- Provider and staff engagement overall held steady at 3.94%. Our culture of safety and resilience scores improved as did our diversity and equity scores and leadership index. We conducted our inaugural physician-specific survey and with this baseline, will make physician engagement an area of focus in 2023 with a targeted plan set forth with our provider teams.

Value, Program Growth and Alignment

- Year-end financial performance was challenged by provider vacancies, exorbitant but necessary premium labor costs, and lagging revenue from slower-than-projected ramp up. Service Line leaders worked collaboratively to build aggressive, attainable growth targets for 2023.

- Work is underway to expand services at our regional Health and Wellness Centers to support our communities. Community Primary Care continues to focus on growth of new patients and covered lives while ensuring their existing patients receive preventive/wellness care.
- Valley Medical Group aligned as part of our affiliation network with independent practices.
- The Family Medicine Residency Program launched at the Baystate Health & Wellness Center - Greenfield, sowing the seeds to address the future healthcare needs of our northern region.

Recruitment and Retention

- We made significant inroads in repopulating a workforce impacted by 2.5 pandemic years, hiring 231 providers (117 physicians and 114 APPs).
- We developed flex teams of non-provider staff, expanded per diem pools, and implemented a pilot training residency with Holyoke Community College to "grow our own" medical assistants.

Access to Care/Capacity Management

- Our Contact/Access Center booked >2 million appointments and >71,000 procedures and surgeries, a 4.6% increase from the prior year.
- In 2023 we will transition to standardized scheduling through Cerner as part of the entire revenue cycle initiative.

I continue to be amazed at the dedication this team has to our patients, staff, and each other. Thank you for the work you do to improve health.

Board of Directors



Andrew Artenstein, MD
Chair



Scott Barnett, MD



Charlotte Boney, MD



Elizabeth Boyle, MD



Paula Brooks, DNP

OFFICERS

Andrew Artenstein, MD
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Raymond McCarthy
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Clerk



Ronald Bryant



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Kevin Hinchey, MD



Nicolas Jabbour, MD



Ashraf Khan, MD



Aaron Kugelmass, MD



Angela Martagon
Villamil, MD



Raymond McCarthy



Marion McGowan, PhD

OUR VISION

BMP will be the premier provider organization in the region and will be nationally recognized for delivering and evaluating high value health services and innovative medical education across a regionally integrated, strategically aligned system.



Venkatrao
Medarametta, MD



Wilson Mertens, MD



Niels Rathlev, MD



Heather Sankey, MD



Barry Sarvet, MD



Kathleen Scoble, RN, EdD



Sundeep Shukla, MD



Abraham Thomas, MD

Ambulatory Quality

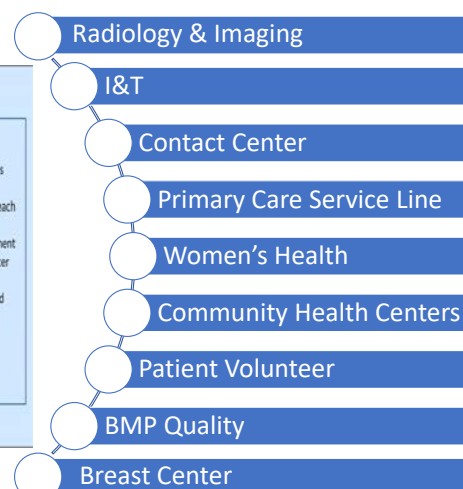
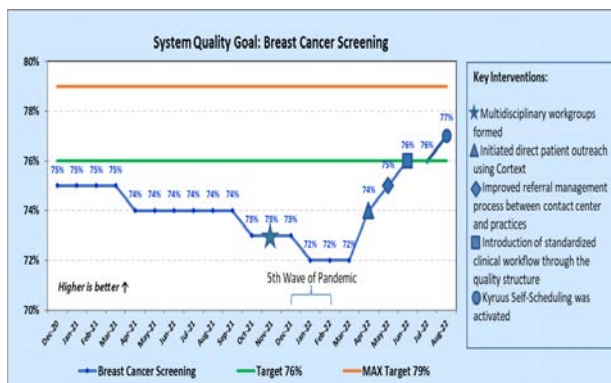


Adrienne Seiler, MD

Chief Clinical Integration Officer, Baystate Health
Assistant Professor of Medicine, UMass Chan Medical School - Baystate

Our population health journey focused on improving quality, safety, and Orchestrated Access to Health (OATH) through clinical integration and robust cross-specialty, cross-department collaborations:

- Achieved hypertensive control in 74% of our 31,000 adult hypertensive patients which is above the HEDIS 90th percentile for commercial payers. This was accomplished through novel integrations between cardiology and primary care providers, standardized disease management protocols, and focused patient outreach using secure texting technology, and home digital monitoring.
- Improved breast cancer screening rates from 74% to 77% (includes rebounding from rates as low as 72% during pandemic surges) despite significant hurdles in obtaining preventative cancer screenings during the pandemic. Success is attributed to collaboration and alignment across the Contact Center, Radiology, Women's Health, breast specialists, primary care, Informatics & Technology partners, Marketing & Communications, and consumer experience.
- Improved the diagnostic accuracy and management of patients with depression through implementation of revised clinical practice guidelines and structured education and informatics workflow enhancements. This enabled providers to reduce the presence of non-specific depression codes from 36% to 8%, allowing approximately 16,000 patients to reap the benefit of more specific diagnosis and care planning.
- Improved safety and the consumer experience by disseminating ambulatory critical call management procedures across 21 practices and three service lines, as well as the implementation of a management system for "message pools" that resulted in a substantial decline in message pool volumes.
- Foundational ambulatory quality and patient safety work continued, resulting in an improvement in the aggregate ambulatory infection control score from 94% to 97%.
- Focused efforts on consumer experience and digital enablement through Contact Center redesign in collaboration with Pixel Health. Built upon foundations for ambulatory capacity management with deeper integrations to co-create processes between the Contact Center, ambulatory practices, and our patients.





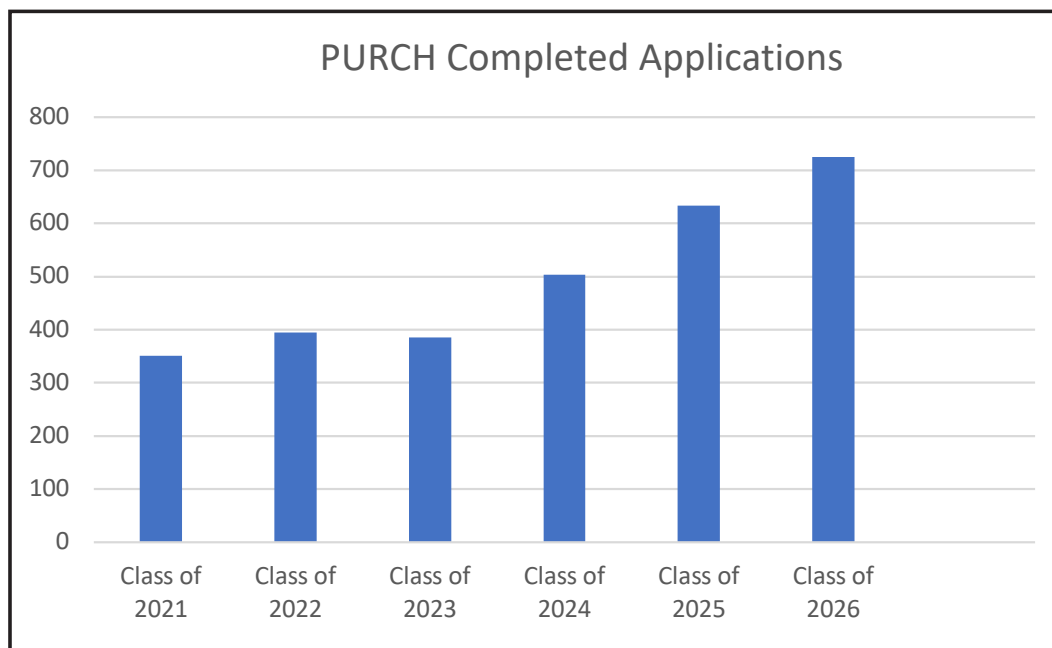
Office of ADMISSIONS

- The UMass Chan Medical School—Baystate Population-based Urban and Rural Community Health (PURCH) program remains a major draw for UMass Chan Medical School. We had 725 completed applications for 25 spots in the class of 2026. This is an increase of 15% from last year, 44% from the prior year, and 84% from the year prior to that (see graphic).
- Like last year, the entire interview process is conducted in a virtual format while maintaining the MMI (multiple mini-interview) structure.
- In our 2021/2022 interview cycle with an applicant pool of 19% Under-Represented in Medicine (URM) applicants, we successfully recruited a highly diverse class with 28% URM, 76% MA residents, and 68% female students, making great strides in developing a student body more closely representing the diverse patient population we serve.



Samuel H. Borden, MD
FAAP, FACP

Assistant Dean of Admissions
Associate Program Director,
Medicine-Pediatrics Residency Program
Associate Professor of
Pediatrics and Medicine,
UMass Chan Medical School - Baystate





Kevin T. Hinchey, MD, FACP

Chief Education Officer,
Baystate Health
Senior Associate Dean of Education
Professor of Medicine,
UMass Chan Medical School - Baystate

Office of EDUCATION

Healthcare Education Office is Building a Pipeline of Providers for Western Massachusetts

- Baystate Springfield Education Partnership (BSEP) is increasing its impact on Baystate Health's workforce:
 - 500 students have been hired since inception, with 287 still employed.
 - Two BSEP graduates and three former Summer Scholars are now PURCH students.
 - \$26,400 in scholarships were awarded to 27 BSEP alumni who are current BH employees.
- PURCH graduates in our first two classes have all matched to residency programs—39% remaining in Massachusetts, including 12% at Baystate Health.
- 50 clinical rotations for Doctors of Nursing Practice resulted in 12 being hired post-graduation.
- 29% of our 2022 GME residency and fellowship graduates remain in western Massachusetts to practice, or for training; we added two new ACGME-accredited fellowships: Breast Oncology, Breast and Gynecologic Pathology.
- 67% of 2022 pharmacy residency graduates remain at Baystate Health to practice or for additional training.

Population-based Urban and Rural Community Health (PURCH) Continues to Shine

- The Leonard Tow Humanism in Medicine Awards for Faculty and Student were awarded to PURCH members.
- A PURCH graduate was chosen as the commencement speaker for the entire T.H. Chan School of Medicine Class of 2022.
- All PURCH Class of 2022 graduates matched to competitive residencies, most to their first choices.
- Five PURCH students were selected for the Alpha Omega Alpha Medical Honor Society.

Wellness on Wheels (WOW) Bus Brings Education and Care to the Community

- Participated in 14 community events (e.g., Springfield Pancake Breakfast, PRIDE parade) providing COVID-19/flu vaccines, LGBTQIA+ resources, and well-being assessments.
- Partnerships increased the WOW Bus's utility and exposure:
 - Brightwood Health Center to provide full physical exams for migrant farm workers, a marginalized population.
 - Baystate Franklin Medical Center used the WOW Bus as a treatment area to provide monoclonal antibody infusions for COVID-19 patients.
 - Successfully piloted a community clinical placement for the UMass Nursing program.

Baystate Continuing Interprofessional Education Continues to Share Health Expertise

- BCIPE leveraged remote learning technologies to provide activities to enhance skills/inspiration/performance:
 - 2,811 credit/contact hours awarded for 72 Grand Rounds, 29 live-streamed events, and 14 on-demand online courses.
 - 16,363 learners participated; ~50% were physicians, 1/3 were nurses, others included pharmacists, PAs, social workers, and psychologists.



Office of FACULTY AFFAIRS

Seeking to increase access to our growing faculty development portfolio, in 2022 the Office of Faculty Affairs (OFA) launched a digital transformation initiative to create 21st century platforms (e.g., podcasts) for new programs and to migrate existing professional development offerings to virtual, asynchronous opportunities. We also sought partnership with our colleagues in Marketing & Communications (M&C) to publicize and celebrate our faculty's accomplishments more broadly. In the vein as one can only manage what one measures, we designed and implemented a digital dashboard to track utilization of our digital assets in real time.

Virtual Leadership Development Series

In 2022, OFA created a series of video bytes, approximately four minutes each, to support continued collaboration and facilitate ongoing partnerships as Baystate Health emerges from the COVID-19 pandemic. The series is comprised of six videos reflecting two primary themes: Communication Strategies and Tools during Challenging Times and Building Strong Working Relationships through Connection and garnered over 400 views in the first six months. Topics include "Effective Listening & Conversation Presence," "Powerful Questions & Inquiry," and "Identifying Shared Values."

Podcast and Video Recordings

During the pandemic, OFA learned how valuable virtual, asynchronous professional development opportunities were to our

faculty. Capitalizing on this new awareness, in 2022, we migrated existing professional development content into video and or podcast format and created a new webpage to house these digital assets centrally for ease of use (BaystateHealth.org/Education-Research/Faculty-Affairs/Podcast-Video). Going forward, new OFA programming will incorporate podcast or video modalities so we can meet faculty where they are.

Celebrating and Publicizing Faculty Accomplishments

In 2022, we collaborated with our colleagues in M&C to disseminate OFA's Faculty Highlights (BaystateHealth.org/Education-Research/Faculty-Affairs/Faculty-Recognition) on LinkedIn and Twitter. Since inception, the Faculty Highlight has reached up to 8,200 people per month and has typically been the top post on Baystate Health's LinkedIn page. This effort celebrates our faculty's outstanding contributions and promotes Baystate as a workplace of choice with an accomplished, committed academic medical workforce.

Digital Dashboard

OFA's new digital dashboard provides our team with critical, real-time analytics that inform our programmatic efforts and allow us to enhance user experience.



Amy S. Gottlieb, MD, FACP

Chief Faculty Development Officer,
Baystate Health
Associate Dean for Faculty Affairs
Professor of Medicine and
Obstetrics and Gynecology,
UMass Chan Medical School - Baystate





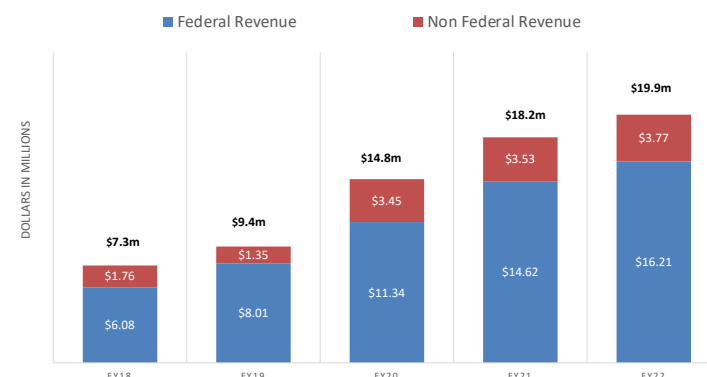
**Peter Friedmann, MD, MPH,
DFASAM, FACP**

Chief Research Officer and
Endowed Chair for Clinical Research,
Baystate Health
Associate Dean for Research
and Professor of Medicine,
UMass Chan Medical School - Baystate
Professor of Population and
Quantitative Health Sciences,
UMass Chan Medical School - Baystate

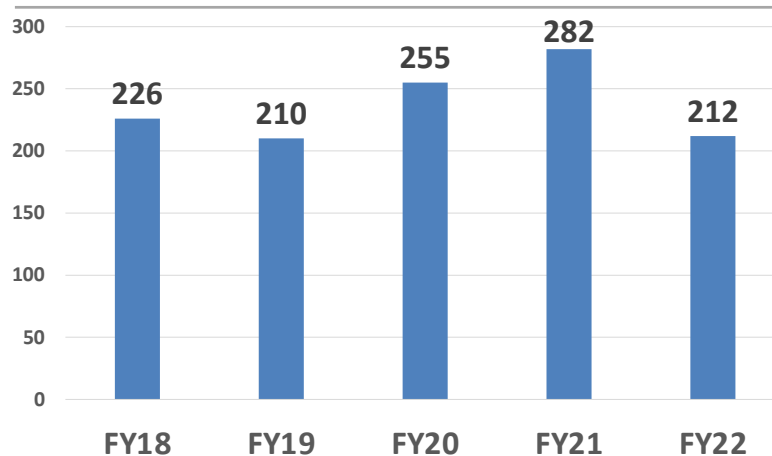
Office of RESEARCH

- External grant funding in FY2022 was \$19.8M, up almost 10% from \$18.1M in FY2021.
- Baystate faculty produced more than 200 peer-reviewed articles in 2022.
- The Clinical Trial Management System (CTMS) pilot launched in September 2022 and began a new era in Baystate research. The CTMS will provide a centralized source of truth for study activities at Baystate Health, flag research patients in the electronic health record to improve patient safety and ensure that usual care and research charges are appropriately differentiated and billed.
- Sponsored Programs Administration was reorganized to a dedicated pre- and post-award structure to serve the research community and sponsors more efficiently.
- Process improvements in the Clinical Trials Office have reduced by half the time required for site selection and site initiation visits.

Baystate Research Revenue, FY2018-2022



Peer-Reviewed Publications, 2018-2022



2022 BAYSTATE MEDICAL PRACTICES

DEPARTMENT Highlights

DEPARTMENT OF ANESTHESIOLOGY

Peter Vieira, MD

Chair, Department of Anesthesiology
Director, Inpatient Pain Management, Baystate Health
Chair and Assistant Professor of Anesthesiology, UMass Chan Medical School - Baystate



- The Department of Anesthesiology continues our collaboration with multiple surgical subspecialties in the development and implementation of ERAS (Enhanced Recovery After Surgery) protocols. These employ regional anesthesia techniques with the primary goals of reduced length of stay improving capacity management, better-quality pain relief while simultaneously reducing opioid utilization, diminished complications through standardized protocols, and improved patient satisfaction.
- Elective Mastectomy Admission Rates in Chestnut Surgery Center have been substantially reduced following full implementation of ERAS protocols, from ~12.5% before to 4.3% six months after ERAS.
- We are in the beginning stages of developing a Perioperative Surgical Home (PSH) model of care. This anesthesiologist led model has been employed in numerous healthcare systems nationally, consistently resulting in improved resource utilization throughout the perioperative process, reducing patient complications and improving patient and provider satisfaction.
- The Pediatric Anesthesia Team has been collaborating closely with Surgical Services, Child Life Specialists, and the Pediatric Surgery Department as Baystate Health begins the transition process for opening the new operating rooms at Baystate Medical Center in 2023. We have developed operational processes that will maintain the current high quality, safe care of our pediatric patients in the new operating rooms as well as in The Chestnut Surgery Center along with expanded services in the Pediatric Procedure Unit.
- The Thoracic Anesthesia team has continued collaborating with the Thoracic Surgery Department in implementing a unique ERATS (Enhanced Recovery after Thoracic Surgery) protocol that largely eliminates the need for opioid prescriptions upon discharge home. Prior to implementation of these processes 100% of patients required post-discharge opioid medications to receive adequate analgesia. These protocols have directly resulted in reductions in post anesthesia care unit (PACU) length of stay and postoperative respiratory complications as well as increased early discharges from the hospital after major thoracic surgery, allowing for more system capacity.
- Our Heart and Vascular team recently actuated a Cardiac Anesthesia Consult Service which will enable surgeons, cardiologists, and Left Ventricular Assist Device (LVAD) coordinators to expeditiously contact a cardiac anesthesiologist for clinical questions, formal consultation, and rescue TEE services. Additionally, we have implemented a comprehensive education program on the management of lumbar spinal drains which will significantly improve patient safety and nursing competency with these critical techniques.
- Our Obstetric Anesthesia service has implemented national evidence-based guidelines for neuraxial anesthesia in patients with the common condition of thrombocytopenia, allowing more accessibility for labor pain control while minimizing laboratory draws, further increasing patient comfort and simultaneously reducing costs.



DEPARTMENT OF EMERGENCY MEDICINE

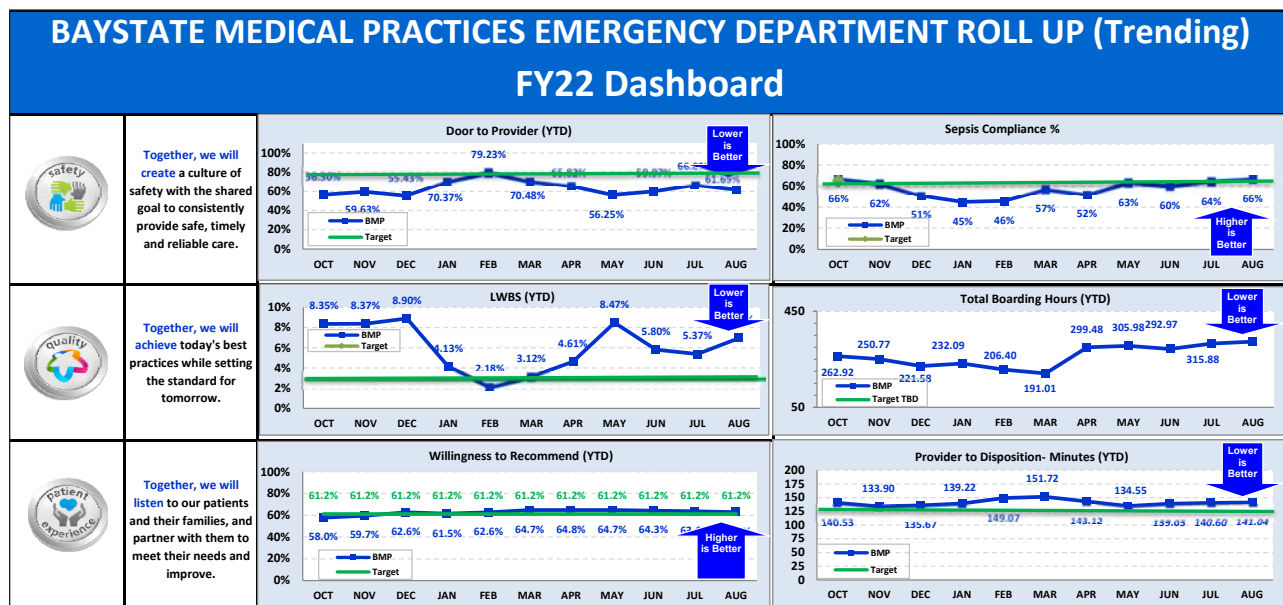
Niels Rathlev, MD

Chair, Department of Emergency Medicine, Baystate Health
Chair and Professor of Emergency Medicine, UMass Chan Medical School - Baystate

- We implemented a front-end process known as the Rapid Medical Evaluation (RME) unit to address long wait times for higher acuity adult patients in our waiting room at Baystate Medical Center. The process is staffed by providers, nurses and techs and is designed to reduce door-to-doctor time and “walkouts” for the Emergency Severity Index (ESI) levels 2 and 3 patients. Our goal is to provide this service 16 hours per day seven days a week.
- Compliance with the sepsis (SEP-1) bundle criteria improved to 69% for the month of August 2022. This is our highest score ever and exceeds our goal of 65% which is also the national mean. Continued efforts to order initial and repeat lactic acid levels and monitor hemodynamic status after IV fluid resuscitation remain areas of focus.
- In conjunction with primary care, a mobile integrated health care service is in the early stages of development for our Medicaid ACO patients.
- We have initiated a program to discharge intermediate risk chest pain patients with Heart Scores > 4 in conjunction with cardiologists.
- Emergency medical services (EMS) remains a major focus as we have established a critical care transport

service for both ground and air medical transport. Medical control for all critical care transports will be provided by BH EMS physicians. Our program received national Commission on Accreditation of Medical Transport Systems (CAMTS) accreditation, and we are in the process of seeking state-wide accreditation as well.

- Our academic research faculty is currently funded externally with three investigator training (K) awards and one R21 grant, all from the National Institutes of Health. The areas of research focus are opioid use disorder, shared decision-making, implementation science, and the practical use of the Heart Score to risk assess cardiac patients.
- We have initiated a program to discharge intermediate risk chest pain patients with Heart Scores > 4 in conjunction with cardiologists.
- We have consolidated our three regional EDs under BMP led by outstanding local medical leaders. Efforts continue to improve quality and capacity management standardization across regions. A total of 50% of our faculty are women and we have made advances in terms of recruiting members of racial and ethnic minority groups.



DEPARTMENT OF FAMILY MEDICINE

Robert Baldor, MD

Founding Chair, Department of Family Medicine, Baystate Health
Chair and Professor of Family Medicine, UMass Chan Medical School - Baystate



- Family Medicine met the challenge to recruit high-quality residency candidates to start our new training program based out of Baystate Franklin Medical Center (BFMC) in Greenfield. This is a significant first step in ensuring that we provide high-quality comprehensive primary care services for our patients now and in the years ahead.
- Despite COVID-19, we met our planned July 2022 start date for the residency program. This program is focused on integrated population health and primary care workforce development for the Pioneer Valley.
- We recruited a new family physician with osteopathic training to help develop an osteopathic training track. She will serve as a member of the teaching faculty, while also providing much needed primary care services to Franklin County patients.
- Renovations were completed on the 2nd floor of 48 Sanderson Street to accommodate the Family Medicine educational program. This area houses faculty/resident/staff offices and teaching spaces. Working closely with the Baystate Health Foundation, the Franklin County community has contributed over \$400,000 towards our fund-raising campaign to support our renovations!
- UMass Chan-Baystate PURCH students are now rotating regularly with the Greenfield and Northampton Family Medicine Practices. They are learning about primary care in the office setting and have rated these experiences very highly.
- Collaborating with the UMass Chan Medical School in Worcester, we participated in writing an Area Health Education Centers (AHEC) grant. This grant was funded through HRSA and will support the new BFMC AHEC for the next five years. The grant will support PURCH medical student training experiences with underserved rural areas of Franklin County and urban areas in the Pioneer Valley to encourage future practice in such locations.

DEPARTMENT OF MEDICINE

Sarah Haessler, MD

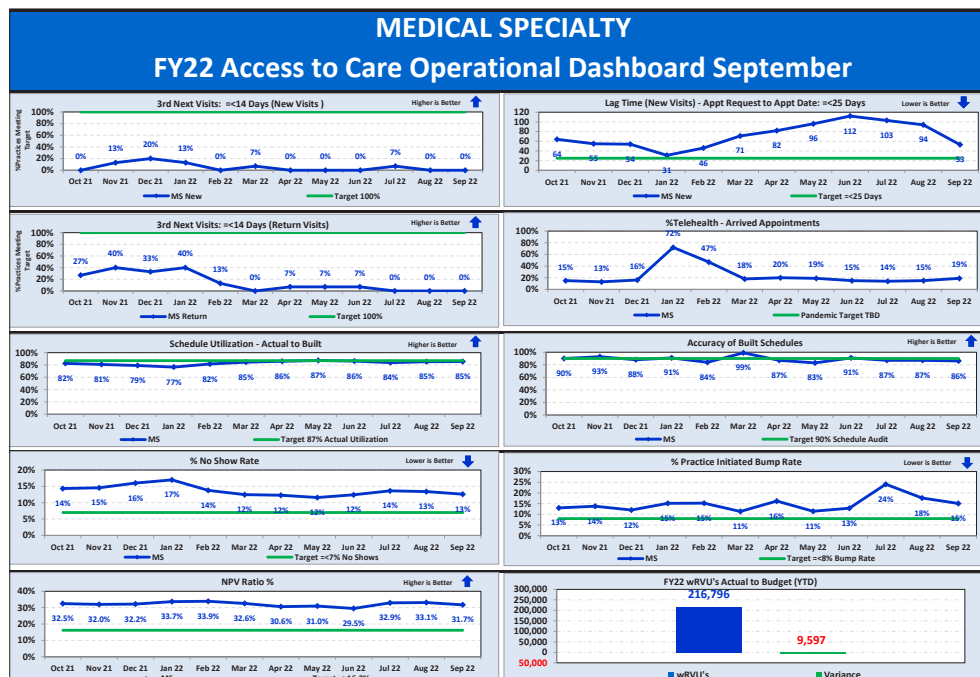
Interim Chair and Vice Chair of Clinical Affairs
Department of Medicine, Baystate Health
Associate Professor of Medicine, UMass Chan Medical School-Baystate



- Recognizing the importance of training physicians on issues of diversity, equity and inclusion, all faculty in the Department of Medicine participated in a series of education and training modules designed to help them better understand, recognize, and mitigate implicit bias.
- Multiple disciplines in the Department of Medicine collaborated to improve the care of our patients in the prevention and management of COVID-19, including the identification and distribution of Evusheld long-acting monoclonal antibody treatment to immunocompromised patients, oversight and management of Baystate's monoclonal antibody program for patients at high risk of complications of COVID-19, and writing multiple guidelines for the clinical management and treatment of COVID-19. During the Omicron surge all clinical divisions reorganized to mobilize an 'all hands-on deck' response, including re-assigning residents to inpatient units, and the creation of rounding teams that included palliative care, hospital medicine, critical care, and nursing to improve the care of COVID patients in the intensive care and intercare units.
- In response to the emerging epidemic of monkeypox, Baystate Brightwood Health Center was one of the first in the state to be selected to offer monkeypox

vaccinations in our region and successfully launched a program to identify and vaccinate high risk patients. Physicians in the Department of Medicine collaborated to create protocols to identify, test and treat patients with monkeypox who seek care in our facilities.

- The Internal Medicine Residency program was awarded the SGIM Proud to be GIM grant to help promote GIM to medical students and residents.
- The Rebecca L. Bounds Memorial Endowment for Patient Care in Nephrology was created with a \$100,000 gift to enhance and enrich care, treatment, and guidance for patients with kidney disease through the Division of Nephrology at Baystate Health.
- The Division of Geriatrics and Palliative Care created and launched a novel multidisciplinary comprehensive dementia assessment and care clinic in partnership with psychiatry, neurology, and neuropsychiatry.
- The Division of Hospital Medicine developed an initiative to increase the number of patients who were discharged before noon through educational sessions and daily afternoon and morning discharge rounds which resulted in an increase in both discharge orders by 10 a.m. and discharges by noon.





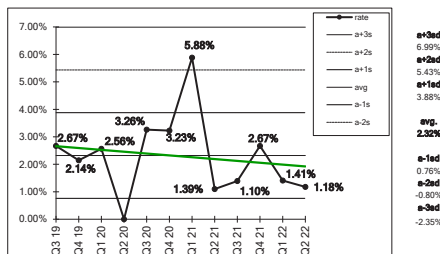
DEPARTMENT OF OBSTETRICS AND GYNECOLOGY

Heather Sankey, MD

Ronald T. Burkman Endowed Chair of Obstetrics & Gynecology, Baystate Health
Chair and Professor of Obstetrics and Gynecology, UMass Chan Medical School - Baystate
Adjunct Professor of Obstetrics-Gynecology, Tufts University School of Medicine

- Over the past year we've continued our work on racial disparity and healthcare equity with a 6-hour training in Cultural Humility for all providers, nurses, and staff who work in the Ob/Gyn department. We are working with the community and across the system to improve the care of our diverse patient population, including a focus on recruiting a diverse team.
- We have continued our focus on quality and safety with our hypertension and postpartum hemorrhage work in obstetrics, including receiving a grant to support at-home monitoring for postpartum women with hypertensive disorders of pregnancy, another for training and working with doulas, and our work continues with opioid use disorder in pregnancy. We are hoping to decrease severe maternal morbidity through these and other measures.
- We continue to see increasing complexity in our obstetric patient population. We have developed multidisciplinary teams around cardiac disease in pregnancy as well as placenta accreta spectrum disorders that put both mother and fetus at risk. We initiated telemetry on the labor and delivery unit to care for these patients on the obstetric floor rather than off the labor unit.
- We are now fully staffed with gynecologic surgeons and have a gyn coordinator to help patients access the right surgeon in the best location for them as quickly as possible. We continue to safely convert most of our surgical procedures to day-stay, avoiding admissions unless necessary. We have begun a peripartum pelvic floor clinic that is much needed in western Massachusetts.
- We are continuing to see outpatients across the three-county area for both primary gynecologic and obstetric care and for sub-specialty care, particularly in urogynecology. Our goal is to bring specialty care to patients through a combination of telehealth and local care.
- Women's Health has been shaken nationally with the Dobbs decision and the full impact is yet unknown. This may affect routine care of women as well as fertility care such as pre-implantation genetic screening. We are preparing for the increased volume that may result.

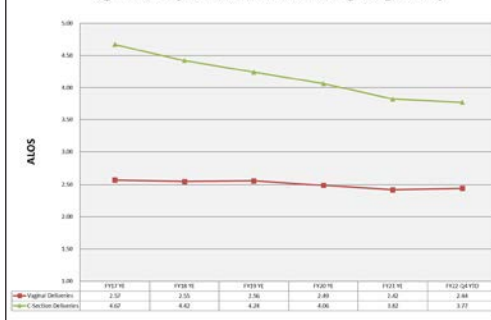
Obstetrics/Gynecology BMC SSI - HYST



average per period:
2.32%
standard deviation:
1.56%
2022 BIR: 0.588
BMC Goal <= 0.812

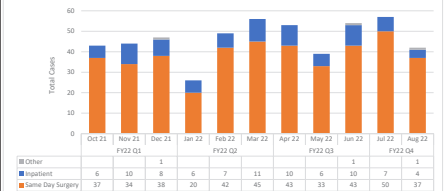
one superficial incisional infection.

Vaginal Delivery and Cesarean Section Average Length of Stay

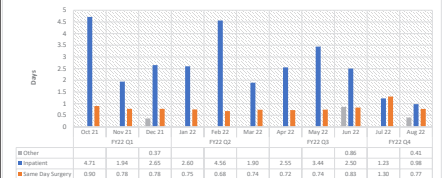


BMC Hysterectomy Quality Metrics

Hysterectomy by Patient Type



LOS by Patient Type



Data Source is McKesson
Report Updated 09/28/2022 by Laura Rioux, MHA, MT(ASCP)

DEPARTMENT OF PATHOLOGY AND BAYSTATE REFERENCE LABORATORIES

Ashraf Khan, MD, FRCPath

Chair, Department of Pathology, Baystate Health
Chair and Professor of Pathology, UMass Chan Medical School - Baystate



- We aligned our growth strategy with clinical services such as Cancer and Women's Health. In molecular pathology we validated the Next Generation Sequencing (NGS) Myeloid panel, which went live this summer and currently efforts are underway to expand our solid tumor NGS panel for lung and other cancers. To support cancer screening and Orchestrated Access to Health Care (OATH) initiatives, we track our breast and colorectal biopsy turnaround times as shown below and continue to meet our goals.
- We enhanced automation of clinical laboratories to include improved specimen processing workflows in Core laboratory. The adoption of MALDI-TOF technology in Microbiology supports expedited identification of pathogens and antibiotic sensitivity leading to expedited turnaround times in support of capacity management efforts. Emergency Department and Critical Result Calling continue to be closely monitored as shown in the charts below.
- We reestablished the Blood Donor Program on a smaller scale to maintain collections at a level able to support our patient needs. The ability to collect internally affords protection against fluctuation in product availability from national blood suppliers and results in cost avoidance for the purchase of these products.
- We installed our first digital slide scanner which will help achieve greater capacity and efficiency for consultations by enabling review of slides from remote locations. Additionally, multidisciplinary conference and resident/fellow's education will be enhanced using this technology.
- Our faculty continues to be academically productive with multiple peer reviewed publications, meeting presentations, web-based teaching modules, leadership of professional organizations, including chairs of subcommittees, editorial board membership, section editors, associate editorships and invited lectures at national and international meetings. Engagement for providers, as reflected in the Press Ganey survey continues to remain high.
- We continued improvement efforts through our Laboratory and Radiology Utilization Committee (LARC) to include the insourcing of new tests, enhanced blood conservation strategies, and peripheral blood management. We partnered with clinical teams to streamline escalation of Critical Result reporting system.





DEPARTMENT OF PEDIATRICS

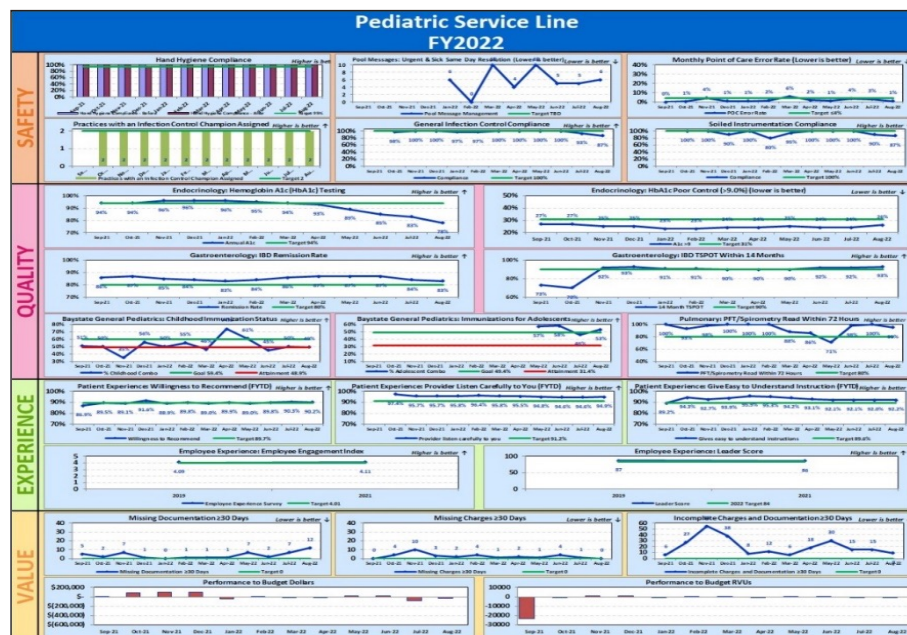
Charlotte Boney, MD

Pediatrician-in-Chief, Baystate Children's Hospital
Chair, Department of Pediatrics, Baystate Health
Chair and Professor of Pediatrics, UMass Chan Medical School - Baystate

Baystate Children's Hospital (BCH) is the only accredited children's hospital delivering tertiary care to infants, children in our area and adolescents in western Massachusetts. The Department of Pediatrics at UMass Chan-Baystate provides the majority of inpatient and subspecialty care in western Massachusetts and primary care through BeHealthy ACO to underserved families. Our vision: Create a better world for children in our area by reducing health care disparities, treating illness and restoring/maintaining wellness.

- BCH joined Solutions for Patient Safety (SPS) in 2015, a network of >145 children's hospitals sharing data and best practices to reduce harm. SPS chose BCH as the February 2022 Hospital of the Month. We completed hospital-wide Error Prevention training in 2021 and instituted a daily safety brief on October 4, 2021, which resulted in timely resolution of issues mostly related to medical equipment/devices, medication or fluids, and provision of care.

- Partnerships with Boston Children's, Tufts, Dartmouth, UMass, and Connecticut Children's Medical Center provide additional local subspecialty care. New faculty in Pediatric Hospital Medicine, Pediatric Cardiology, Pediatric Endocrinology and Pediatric Infectious Diseases expanded capacity.
- Patient experience improved to 90.3% willingness to recommend for FY2022, up from 88.2% this time last year. Divisions at 100% include Peds Heme/Onc, Developmental Peds, Peds Infectious Diseases, and Peds Cardiology.
- Academic productivity exceeded 2021 with 46 publications; six book chapters, and one book. Categorical pediatric residency received 1388 applications, interviewed 263 virtually, ranked 243 to match 10 interns, one of whom is in the neurodevelopmental track at Boston Children's. Med-Peds residency received 260 applications, interviewed 122, ranked 120 to match eight interns. The board pass rate for peds residents was 100% and 67% for med-peds residents for an overall rate of 87%, a significant improvement from 2020.



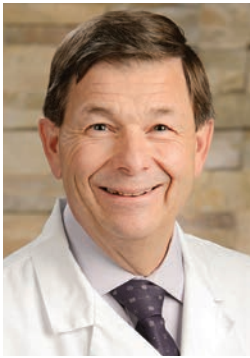
DEPARTMENT OF PSYCHIATRY

Barry Sarvet, MD

Chair, Department of Psychiatry, Baystate Health
Chair and Professor of Psychiatry, UMass Chan Medical School - Baystate



- The department has developed a telehealth system for weekend and holiday provider staffing of the psychiatric inpatient units in our regional hospital facilities in partnership with Amwell Psychiatric Care. This has successfully stabilized the weekend/holiday coverage of these units in the context of a serious regional/national shortage of psychiatric providers.
- In June, the department celebrated the graduation of our first class of child and adolescent psychiatry fellows upon their successful completion of our newly accredited Child and Adolescent Psychiatry Fellowship.
- After a groundbreaking ceremony, construction of the 150 bed Baystate Behavioral Health Hospital began this year and is proceeding apace for its anticipated opening in August of 2023.
- We recruited four new psychiatrists and 10 new psychiatric nurse practitioners.
- General Psychiatry Residency Program recruited an outstanding class of four new residents this year, selected from over 1,000 applicants.
- The Department has launched a new Emergency Psychiatry Service, with dedicated staffing of psychiatric providers for evaluation and management of the increasing number of patients presenting to our Emergency Department with psychiatric crises.
- The Psychiatry Consultation Service continues to respond to psychiatric needs for inpatients on medical, surgical, and intensive care units at Baystate Medical Center. The number of patients seen for consultation and follow-up care continues to trend at least 20% above the pre-pandemic baseline.
- Planning has begun this year for implementation of Collaborative Problem Solving, a proven methodology for reducing violence in medical settings by helping children and teenagers to manage conflict and emotional dysregulation. The training will engage all staff in the hospital and Emergency Department who work with children with behavioral health needs.
- April of 2022 marked the one-year anniversary of the opening of the BMC Child and Adolescent Psychiatric Treatment Unit (CAPTU) in partnership with Kindred Behavioral Health. Despite limitations in census associated with ongoing staffing challenges in the context of workforce shortages, the unit has improved access to inpatient care for children and adolescents in our region.
- The Psychiatric Neurotherapeutics Service has seen a 70% increase in volume compared to the previous fiscal year and has implemented new technology for the provision of repetitive transcranial magnetic stimulation (rTMS) and electroconvulsive therapy (ECT) for patients requiring these procedures for their psychiatric care. This includes the TouchStar Theta BurstTM, an rTMS methodology involving higher-frequency magnetic pulses, allowing us to reduce treatment times from 18-24 minutes to approximately three minutes. The new Thymatron System IV device provides improved reliability, comfort, and safety for patients who require ECT for severe disorders such as catatonia, treatment resistant depression, and psychosis.
- This year, the department launched the Child Advocacy Training and Support (CATS) Center, a federally funded national training center providing multidisciplinary child abuse response teams with training in trauma-informed practices. Over the five-year grant, 350,000 youth will be positively impacted by enhanced trauma-informed care and increased access to resources provided for 40 CAC Teams and 500 mental health providers across the nation.
- Building Resiliency for Young Children (BRYC), a newly established service of the department began providing trauma-informed mental health services for young children (0-6 years old) and their families who have experienced trauma, and adversities. Through a \$2 million federally funded grant, this innovative program will dramatically improve access to care for this population in our local area.
- Providers in the Department of Psychiatry continue to demonstrate enormous dedication, flexibility, and resilience in responding to the ongoing increase in the number, severity, and complexity of psychiatric emergencies presenting to Baystate Medical Center and our regional community hospitals, all in the context of a shortage of facility resources and staffing.

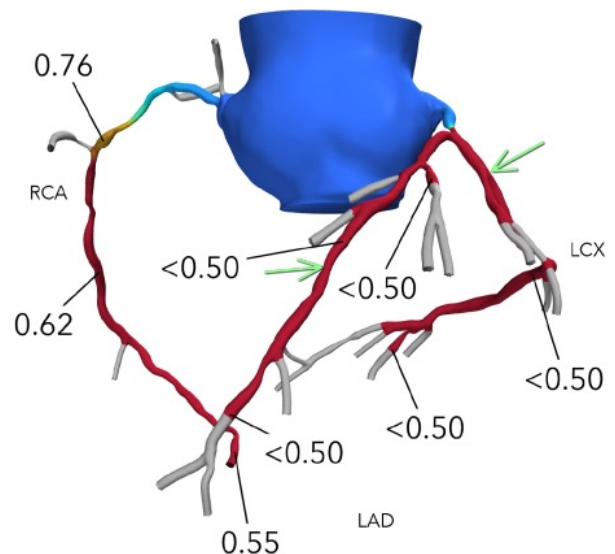
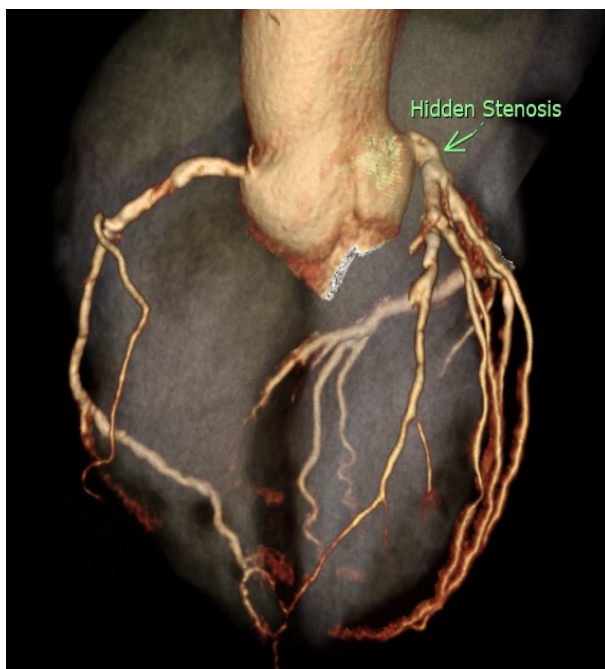


DEPARTMENT OF
RADIOLOGY

Richard Hicks, MD

Chair, Department of Radiology, Baystate Health
Chair and Associate Professor of Radiology, UMass Chan Medical School - Baystate

- New MRI suite opened with two magnets increasing safety, patient comfort, and productivity and adding new capabilities.
- Fractional Functional Reserve (FFR) assessment added to coronary CTA, increasing sensitivity and specificity for significant coronary artery disease.
- Weekly cardiac CT slots quadrupled in response to demand.
- Third CT scanner added to BMC Emergency Department, adding features and easing patient delays.
- Electronic Quality Assurance tool developed within radiology reporting environment, facilitating feedback to radiology technologists.
- World-wide critical shortage of contrast media for CT and angiography threatened our ability to provide patient care but was successfully handled through creative system-wide efforts to modify usage patterns without negative impact.



Significance of left main coronary artery stenosis underestimated on coronary CTA but Fractional Functional Reserve of <0.5 (coded in red) indicates highly significant stenosis.

DEPARTMENT OF SURGERY

Nicolas Jabbour, MD

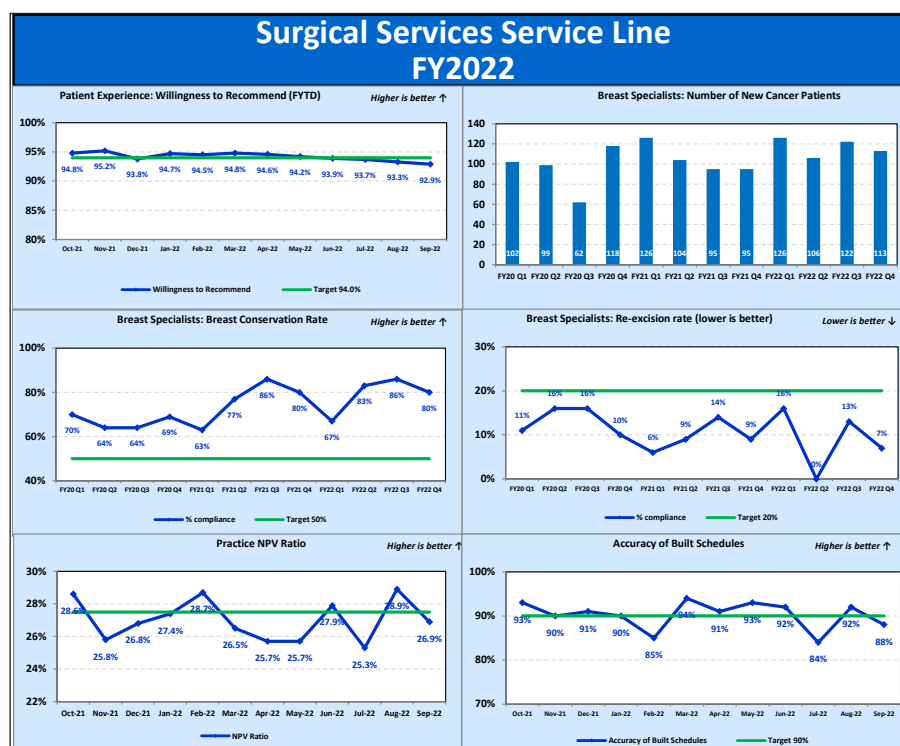
Chair, Department of Surgery, Baystate Health
Chair and Professor of Surgery, UMass Chan Medical School - Baystate



The Department of Surgery comprises 47 surgeons and 41 advanced practice providers. As part of our commitment to teaching and overall academics, among our faculty, we have five professors, nine associate professors and 24 assistant professors.

- Successfully awarded a \$1 million grant from the U.S. Department of Justice to create the first in the region hospital-based violence intervention program called Better Tomorrow to serve as a vital public health response to violence in our communities.
- Five of our surgical faculty have received awards and recognition on the local, state, and national levels for standing out in their area of expertise. These include the 2022 Baystate Women in Medicine & Science Impact Award; induction as a Member of the Academy of Master Surgeon Educators by the American College of Surgeons; named as the Vice-Chair for the American College of Surgeons Massachusetts Committee on Trauma; and invited membership to the National American Pediatric Surgical Association Practice Committee.

- The Surgery Residency Program has a 100% 3-year cumulative pass rate for graduates of the residency program, for both the American Board of Surgery Qualifying and Certifying Exams, placing our program's performance in the top 5% of surgery programs nationally.
- Record participation by both residents and attendings in research activating, resulting in more than 40 publications and presentations.
- The Tele-Trauma and Acute Care Surgery Service (TTACS) at Baystate Health is the first in the U.S. to use trauma surgeons to virtually evaluate and manage patients at non-trauma center hospitals. See data below.
- Newly offering Reconstructive Mastectomy combination cases at Baystate Noble Hospital.



2022 BAYSTATE MEDICAL PRACTICES SERVICE LINE Highlights

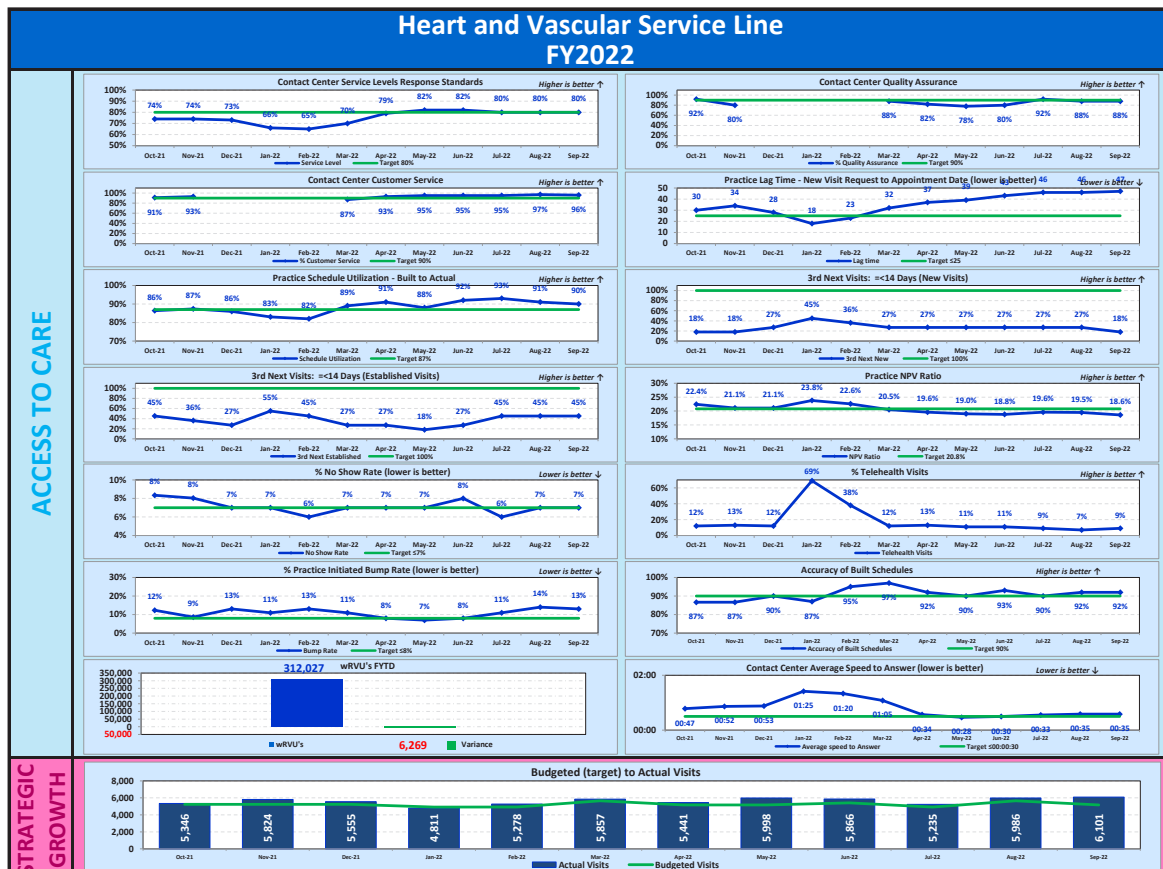


BAYSTATE HEART AND VASCULAR PROGRAM

Aaron Kugelmass, MD

Vice President and Medical Director, Heart and Vascular Program
Chief, Division of Cardiology, Baystate Health
Professor of Medicine, UMass Chan Medical School - Baystate

- Heart & Vascular programs were recognized for quality, including US News and World Reports “High Performing” in four of six areas and Health Grades 100 Best Hospital - Cardiac Care & Coronary Intervention.
- Certificate of Distinction, Joint Commission – LVAD Recertification.
- Accreditations in cardiac rehabilitation, echocardiography, and vein center.
- Faculty member received two individual NIH R01 grants (total: \$6.4 Million).
- Faculty member appointed associate editor, *Annals of Thoracic Surgery*.
- Construction nearly completed for new cardiac catheterization and electrophysiology labs.



BAYSTATE REGIONAL CANCER PROGRAM

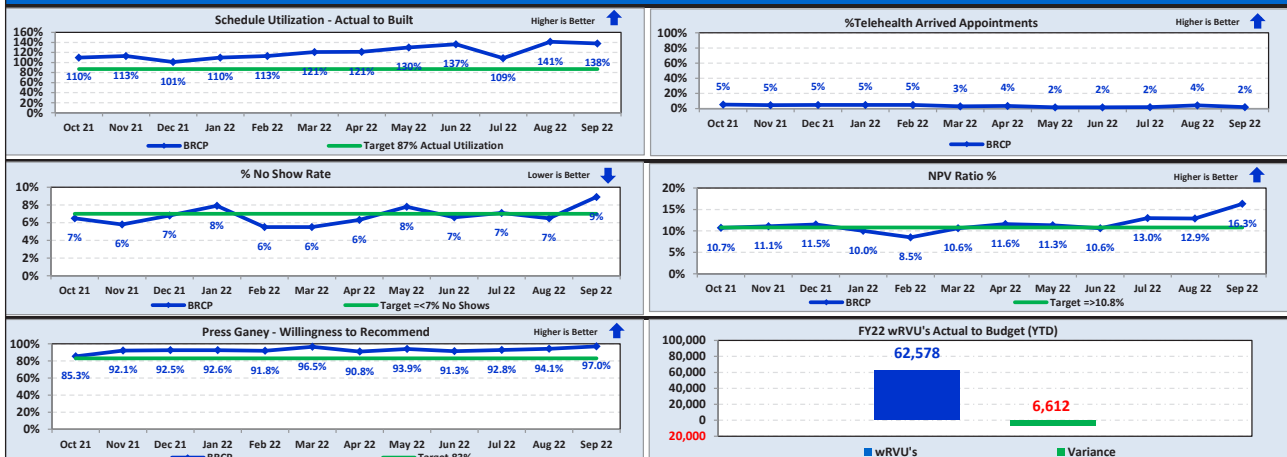
Grace Makari-Judson, MD

Interim Vice President and Medical Director, Cancer Services
Interim Chief, Division of Hematology-Oncology, Baystate Health
Professor of Medicine, UMass Chan Medical School-Baystate



- Opening of the 3400 D'Amour Center Annex for cancer survivorship clinics, outpatients with benign hematology diagnoses, and those with hereditary cancer susceptibility. Clinics include space for the genetic counselors from Family Cancer Risk Program.
- Recruited additional APPs which allowed for the pairing of each APP and physician. This will enable specialization of APPs, especially in benign hematology and cancer survivorship clinics.
- Development of process to identify eligible patients and administer emergency release supplies of Evusheld to over 200 eligible immunocompromised cancer patients to reduce risk of COVID infection.
- Collaboration with Daystay to improve access to care, enhance patient experience, and reduce need for inpatient hospitalization for patients needing transfusions and other non-cancer related infusions.
- The Rays of Hope Center for Breast Cancer Research promoted collaborations between basic researchers and clinicians resulting in publications which included six Baystate clinician investigators.
- Radiation Oncology in collaboration with I&T now has all clinical documentation digitally transferred to the EHR and is in full compliance with federal, state, and hospital policies for patient access to medical records.
- Radiation Oncology new technologies include inhouse developed 3D printed custom HDR surface applicator program, first in the region, and surface guided radiation therapy allowing for deep inspiratory breath hold (DIBH) for appropriate breast cancer patients to minimize radiation dose to the heart and lungs.

BAYSTATE REGIONAL CANCER CENTER HEM/ONC DIVISION FY22 Access to Care Operational Dashboard September



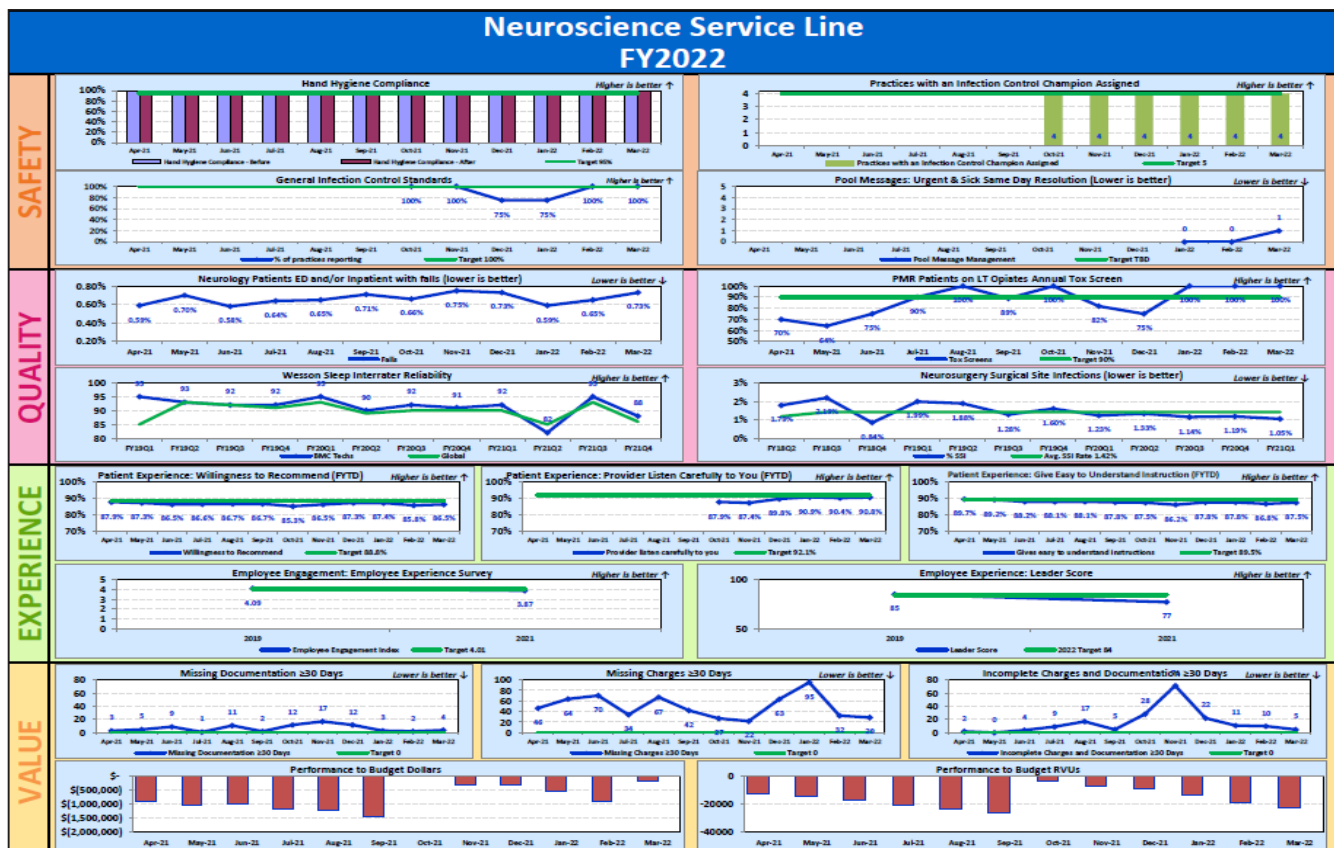


BAYSTATE NEUROSCIENCES AND REHABILITATION

Edward Feldmann, MD, FANA, FAHA

Vice President and Medical Director,
Neurosciences and Rehabilitation, Baystate Health
Chair, Department of Neurology
Chair and Professor of Neurology, UMass Chan Medical School - Baystate

- The Baystate Neuroendovascular Program is now staffed independent of UMass with busy outpatient clinic, elective, and emergency practices.
- Aggressive, insightful management of inpatient rehabilitation (physical therapy) made a daily, significant contribution to capacity management, without sacrificing outpatient access to physical therapy.
- Deploying sleep techs to the BMC Emergency Department supported the safety of the practice.
- Neurology initiated a Baystate Medical Center-wide plan for more reliable performance of elective, inpatient lumbar puncture.
- Neurology refined the operation of the increasingly utilized pathway for the diagnosis and management of spinal epidural abscess.
- The BH Stroke Program received the following awards:
 - U.S. News High Performing Hospital - Stroke
 - Baystate Medical Center - American Heart Association/Get with The Guidelines (AHA/GWTG)-Stroke Gold Plus with Target Stroke Honor Roll with Target Type 2 Diabetes Honor Roll
 - Baystate Franklin Medical Center – AHA/GWTG-Stroke Gold Plus with Target Stroke Honor Roll Elite
 - Baystate Noble Hospital - AHA/GWTG-Stroke Gold Plus with Target Type 2 Diabetes Honor Roll
 - Baystate Wing Hospital - AHA/GWTG-Stroke Gold Plus with Target Type 2 Diabetes Honor Roll
- Neurology established a robust roster of clinical trials: 16 total with eight active, enrolling trials.



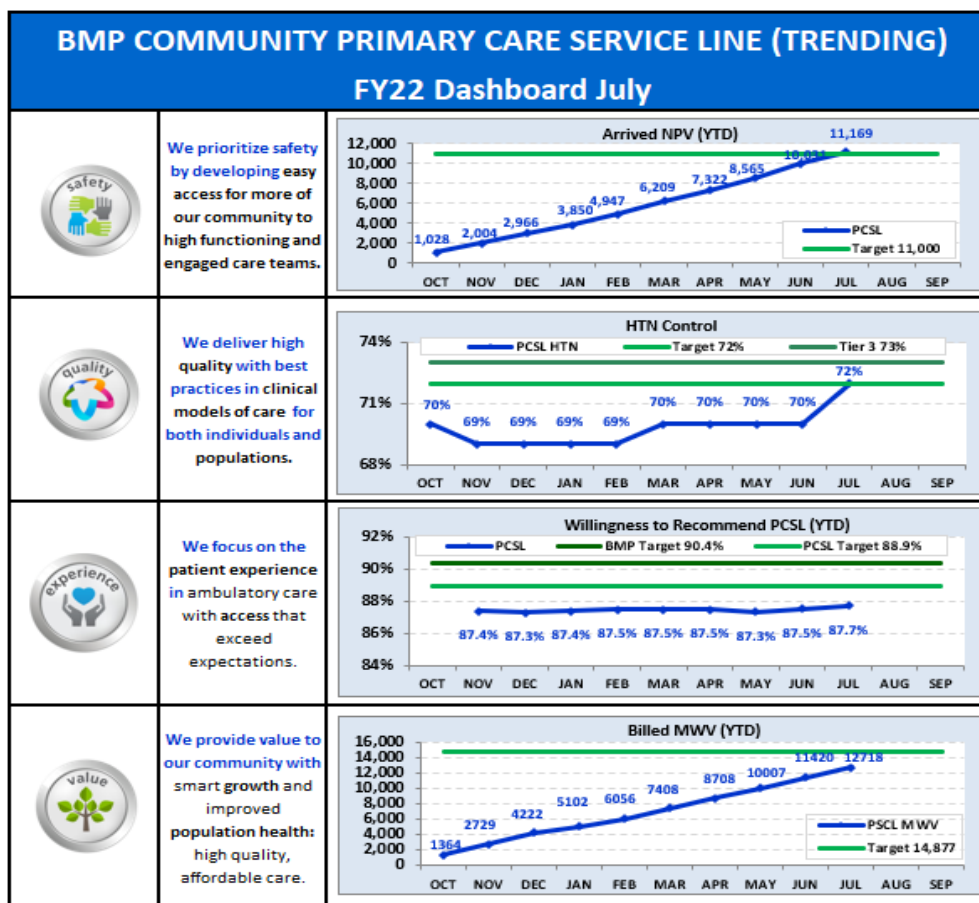
BAYSTATE PRIMARY CARE

Elizabeth Boyle, MD

Vice President, Primary Care and Clinical Integration, Baystate Health
Assistant Professor of Medicine and Pediatrics, UMass Chan Medical School - Baystate



- We care for over 126,000 patients in western Massachusetts and our affiliations with Valley Medical Associates, Valley Medical Group, and Springfield and Enfield Medical Associates deliver primary care to another approximately 75,000 patients.
- We continue to grow our regional Baystate Health and Wellness Centers with our site in Greenfield being the latest; growth in Palmer, Northampton, and Longmeadow continue as well with expansion of both primary care, convenient care extended hours sites, and enhanced imaging, lab, and specialty access at our wellness centers.
- The pandemic negatively affected preventive care nationally, but through increased use of virtual care, home blood pressure monitoring, and enhancements in our clinical model, we were able to improve our treatment of blood pressure to prevent heart attack and strokes.
- A shortage of primary care providers and staff nationally and locally has been exacerbated by the pandemic. The new, fully accredited Family Medicine residency program welcomed its inaugural cohort of residents in July. These early career physicians represent the first in what will be a successive stream of clinical talent to help address the shortage in primary care providers in our region.



REGION Highlights



BAYSTATE HEALTH EASTERN REGION

Scott A. Siege, MD

Interim Regional Chief Medical Officer
Baystate Health Eastern Region

Baystate Wing Hospital (BWH), along with its sister community hospitals, has experienced unprecedented challenges managing its capacity. Multiple efforts throughout the hospital have come together to allow us to address this. These include:

- Shared Admissions
Shared admissions required substantial work across the system to coordinate the movement of patients from hospitals experiencing excess volume to those with capacity. Locally, however, this required new processes to recognize a need and identify candidate patients. Hospitalists and ED providers became adept at managing this unique process – including the special skill needed to discuss this plan with patients and their families to ensure a positive patient experience.
- Early Treat and Release
Unprecedented ED volumes necessitated a variety of changes. Though we do not have the staff for a dedicated “Fast-Track,” we developed an Early Treat and Release plan to identify patients who could be managed expeditiously, improving throughput in the ED. This program has allowed the ED to continue to see record patient volumes while maintaining low walkout rates and improving patient experience.
- Throughput
Identifying patients scheduled for discharge and expediting this process has allowed BWH to achieve significantly improved early discharge numbers – improving the flow of patients from the ED and reducing boarding time.
- Addressing Length of Stay
Hospital medicine has seen record volumes as well as prolonged lengths of stay. Though still a work in progress, our team has had significant success in identifying factors that may delay discharge – especially noting tests and consults to be prioritized.
- Daily Management System: Our DMS Tier- 3 meeting has dramatically improved communication throughout the hospital. We have seen notable improvements in our ability to identify and manage issues across all our Compass Points. This meeting allows the surfacing of these issues, rapid assignment to the right team to address them, and closing the loop by promptly reporting back.
- The growth of Primary Care is a chief goal for the eastern region. We have been consolidating and strengthening adult and pediatric care in the region with a goal of a robust primary care center at the Palmer Medical Center – co-locating our adult and pediatric primary care at BWH adjacent to services needed to provide quality and timely care. To that end, 2022 saw the expansion of our Convenient Care service – providing same-day care to members of our community.
- BWH was recognized for outstanding performance on the 2022 Lown Institute Hospital Index measuring Social Responsibility. BWH achieved the distinction of being “One of the most socially responsible hospitals in America.” In the Lown Hospital Index, a report that evaluates over 3,600 hospitals nationwide, BWH ranked 20th in the U.S. on metrics across three categories: equity, value, and outcomes - earning “A” grades in all three categories. Only four other Massachusetts hospitals and only 66 other hospitals in the nation achieved this status.
- BWH was recognized by CMS as one of 429 hospitals nationwide to receive a 5-star rating. BWH shares this honor with only ten other Massachusetts hospitals.

BAYSTATE HEALTH NORTHERN REGION

Kinan K. Hreib, MD, PhD, MBA

Vice President, Chief Medical Officer and Chief of Medicine
Baystate Health Northern Region



- Patient experience metrics in the ED have improved over the past few months with a rating of “very good” at 68.6% and another 17.4% rated us as “good”. “Left Without Being Seen” from January to July has been better than target. In the Service Line meetings, Laboratory service and Radiology have worked on bringing awareness to the Turn Around Time for ED studies. Falls are a concern for the department. As a result we are encouraging use of bed alarms, the “falling leaf” door signs, and we are putting into use gait belts. Regular discussions of falls at safety huddles help staff understand the significance of their role in the culture of safety. Boarders comprise 75% of admissions which impact our ability to flow ED patients. However, as we continue to see improvements in early discharges, we expect better throughput.
- The Family Medicine practice at Greenfield has seen a steady decrease in access for new patients based on 3rd next available metric, although access for established patients has remained excellent. New patient visit ratio is currently at 2.1%. No show rates have ranged from 6% to 10% and schedule utilization has remained at or near target of almost 90%. Similarly, access for new patients in the Northampton FM practice continues to be challenging. Telehealth visits have remained steady in the past few months for both Greenfield and Northampton at approximately 15% and 20% respectively. As part of the AMA target BP program, blood pressure control of <140/90 at Greenfield FM is at 67% with goal of 73%. In Northampton, the average has steadily increased over the past three months to 74%.
- Ambulatory Surgery access has remained excellent with very low bump rate and low no show rate. New Patient Volume, as a ratio of all visits, has decreased since February and as of August is below target at 22.9%. We have seen improvement in the willingness to recommend in the last quarter of 2022, exceeding goal. To improve the patients’ experience, the Surgical Services Practice Council collaborated with the provider practices, the Contact Center, and the BFMC Patient Family Advisory Council. So far, these efforts have produced a positive trend. Communication Domain was 88.51% (15th percentile) before implementation of the new process and is now at 92.13% (53rd percentile) post implementation.
- Pioneer Women’s Health “willingness to recommend” and Access have been within or near goal. PWH have been working on important quality metrics. Postpartum Depression Screening is at 81% with a target of 75.2%. Mammogram screening for patients who are 50-74 years old is at 65% with a target of 66%. Cervical Screening is at 83% with a target of 82%.

Patient Experience, Willingness To Recommend and Access

	YTD	Goal	Access NP	Access EP
General Surgery	89.70%	92.30%	4 days	1 day
Greenfield Urology	93.00%	95.40%	7 days	3 days
OB/GYN Northampton	90.00%	87.70%	45 days	71 days
Pioneer Women’s Health	91.60%	91.20%	17 days	15 days
Greenfield Family Med	88.90%	91.00%	54 days	4 days
Pioneer Valley Family Med	83.70%	84.70%	57 days	1 day
Greenfield GI	93.90%	90.30%	184 days	184 days
Greenfield Pulmonary	96.30%	88.10%	126 days	60 days
Greenfield Cardiology	91.10%	92.90%	53 days	6 days
Northampton Cardiology	91.10%	91.40%	53 days	5 days

Access as measured by 3rd next available, actual v. expected of 14 days; New Patient (NP) and Established Patients (EP). Access as measured by “Lag Time” may differ.
Data for other service lines for specific sites maybe subsumed in system data.



BAYSTATE HEALTH WESTERN REGION

Britton T. Percy, MD

Vice President and Chief Medical Officer
Baystate Health Western Region

- As part of the Baystate Cerner project, monitored cameras were installed in patient care areas for falls prevention.
- Care Aware phones were distributed to nurses as part of the Baystate Cerner project, to facilitate RN secure texting of providers, documentation of care, and receipt of test results.
- Providers, nurses, and other clinical staff developed team based, multidisciplinary education, including modernization of our Sim Lab for skills training.
- Development of Supertrack triage, a method of separating and facilitating flow of low acuity ED patients, particularly those needing testing only.
- Rollout of wound care app to facilitate documentation, diagnosis, and treatment of skin wounds.
- Onboarding of new staff now includes hands-on skills training to facilitate credentialing from the start of employment.
- Further development of our level 3 Geriatric ED credentialing includes a grant secured in November 2021 to focus on potential and actual delirium in elders using a facility-wide screening tool that starts in ED triage.

New Physicians & Advanced Practice Clinicians



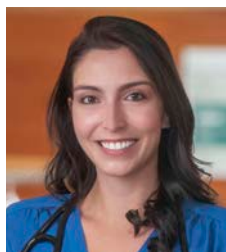
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Stefanie Baptista, MD
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Shreyans Bengani, MD
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Stuart Blackwood, MD
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Heart & Vascular Service Line



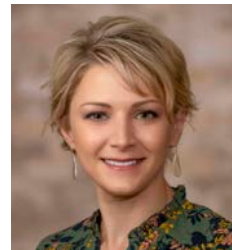
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BMP - Quabbin Adult Medicine -
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Vaibhav Dingare, NP
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Danielle Hegarty, PA
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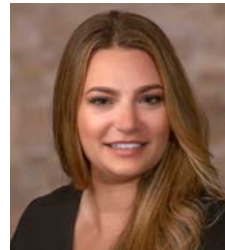
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 Department of Medicine
 Baystate Pediatric Hospital Medicine
 Department of Pediatrics



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 BMP - Adult Medicine - South Hadley
 Community Primary Care Service Line



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Robert Martin, MD
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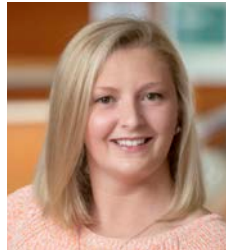
Kent McCann, MD
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 Department of Medicine
 Department of Emergency Medicine



Michael McDonald, PA
 Director, Advanced Practitioners
 Baycare Health Partners



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Paul Morrissey, MD
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Swetha Nadella, MD
 Baystate Hospital Medicine
 Department of Medicine



Varun Naragum, MD
 Baystate Neurology
 Neurosciences and Rehabilitation
 Service Line



Colby Nixon, DO
 Baystate Hospital Medicine
 Department of Medicine



Eduardo Nunez, MD
 Baystate Pulmonary, Baystate
 Critical Care Medicine
 Department of Medicine
 Department of Healthcare Delivery
 & Population Science



Oluwaseyi Oni, MD
 Pediatric Hospital Medicine
 Department of Pediatrics



Sarah O'Shea, MD
 Baystate Primary Care - Westfield
 Community Primary Care
 Service Line



Shamvil Panjwani, MD
 Baystate Hospital Medicine
 Department of Medicine



Hyun-Young Park, MD
 Baystate Primary Care - Feeding Hills
 Community Primary Care Service Line



Gretchen Peery, NP
 Baystate Vascular Surgery
 Heart & Vascular Service Line



Dorina Placinta, NP
 Baystate Cardiac Surgery
 Heart & Vascular Service Line



Maxwell S. Prior, PA
 Emergency Psychiatry
 Department of Psychiatry



Ashley Proulx, PA
 Hematology Oncology
 Baystate Regional Cancer Program



Vishali Ramsaroop, MD
 Pulmonary and Critical Care
 Department of Medicine



Jaya Rawla, NP
 Baystate Brightwood Health Center
 General Medicine & Community Health
 Department of Medicine



Jonathan David Richmond, MD
 Baystate Physical Medicine
 & Rehabilitation
 Neurosciences & Rehabilitation
 Service Line



Elizabeth Rist, PA
 Baystate Gynecologic Oncology
 Department of Obstetrics
 & Gynecology



Kristin Rivera, DO
 Valley Medical Group
 Community Primary Care
 Service Line



Umair Saeed, MD
 Baystate Hospital Medicine
 Department of Medicine



Urmee Saha, MD
 Baystate Infectious Diseases
 Department of Medicine



Benjamin Saunders, MD
 Baystate Neurology
 Neurosciences & Rehabilitation
 Service Line



Kyrsten Scott-Smith, CNM
 Baystate Women's Health
 OB/GYN
 Department of Obstetrics
 & Gynecology



Shawn Selby, NP
 Baystate Cardiology
 Heart and Vascular Service
 Line



Monika Seth, MD
 Department of Pathology



Suman Sharma, MD
Baystate Hospital Medicine
Department of Medicine



Sudeep K. Siddappa, MD
Hematology Oncology
Baystate Regional Cancer
Program



Joseph Sills, MD
Department of Emergency
Medicine



Gauthami Soma, MD
Pediatric Emergency Medicine
Department of Emergency
Medicine



Jeffrey Spear, MD
Department of Emergency
Medicine



Kimberly Starr, NP
Baystate Trauma and Acute
Care Surgery
Department of Surgery



Dimitri Steblovsky, MD
Department of Emergency
Medicine



Molly Sullivan, NP
BMP - West Side Adult Medicine
Community Primary Care
Service Line



Janet Swierzewski, NP
Pre-Anesthesia
Evaluation Clinic
Department of Surgery



Noor Tariq, MD
Baystate Hospital Medicine
Department of Medicine



Darius Taylor, NP
Baystate Trauma and Acute
Care Surgery
Department of Surgery



Brian Thompson, DO
Department of Emergency
Medicine



Sambida Timilsina, MD
Baystate Hospital Medicine
Department of Medicine



Marichelle Uy, PA
Hematology Oncology
Baystate Regional Cancer
Program



Guinevere Vanhorne, PA
BMP - Adult Medicine -
South Hadley
Community Primary Care
Service Line



Amit Vasireddy, MD
Baystate Hospital Medicine
Department of Medicine



Robert Ventulett, PA
Baystate Hospital Medicine
Department of Medicine



Autumn Versace, CNM
Director, Division of Midwifery
Baystate Midwifery &
Women's Health
Department of Obstetrics
& Gynecology



Mael Walkowiak, PA
Baystate Cardiac Surgery
Heart & Vascular Service Line



Emily Wang, MD
Baystate Hospital Medicine
Department of Medicine



Dakota Whelpley, CNM
BMP - Pioneer Women's Health
Department of Obstetrics &
Gynecology



Hasith Wickramasinghe, MD
Baystate Hospital Medicine
Department of Medicine



Roxanne Wilkins, NP
Baystate Endocrinology
Department of Medicine



Amanda Womeldorf, PA
Department of Emergency
Medicine



Saliha Zahid, MD
Baystate Hospital Medicine
Department of Medicine



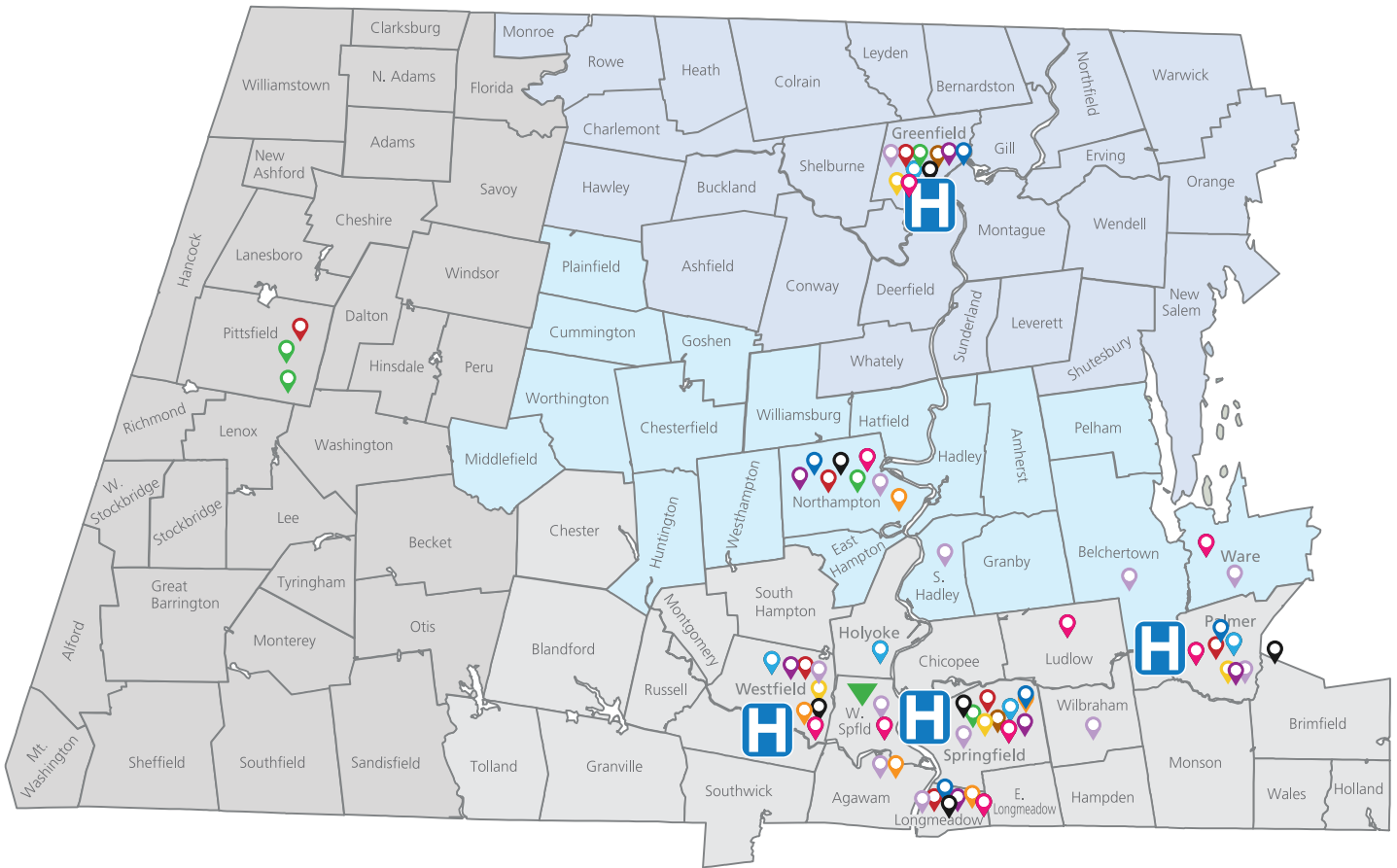
Kais Zakharia, MD
Baystate Gastroenterology
Department of Medicine



Patricia Zubini Weiss, NP
Baystate Mason Square
Neighborhood Health Center
General Medicine &
Community Health
Department of Medicine

Baystate Health Locations

AS OF DECEMBER 2022



BEHAVIORAL HEALTH

Baystate Behavioral Health	
- Adult Outpatient	Springfield
- Adult Partial Hospitalization Program	Springfield, Westfield
- Adult Psychiatric Treatment Unit	Springfield
- Child Outpatient	Springfield
- Child Partial Hospitalization Program	Holyoke
- Greenfield Inpatient	Greenfield
- Griswold Center	Palmer
- MCPAP Program	Holyoke
- Neuropsychology	Springfield
- Psychiatry Consultation Service	Springfield



CANCER

Baystate Hematology Oncology	Springfield
Baystate Radiation Oncology	Springfield
Baystate Regional Cancer Program	Greenfield, Springfield



CHILDREN'S HOSPITAL/PEDIATRICS

Baystate Adolescent Medicine	Springfield
Baystate Developmental Behavioral Pediatrics	Springfield
Baystate Family Advocacy Center	Springfield
Baystate General Pediatrics	Springfield
Baystate Medical Genetics	Springfield
Baystate Newborn Medicine	Greenfield, Springfield
Baystate Pediatric Cardiology	Pittsfield, Springfield
Baystate Pediatric Critical Care Medicine	Springfield
Baystate Pediatric Endocrinology & Diabetes	Springfield
Baystate Pediatric Gastroenterology & Nutrition	Northampton, Pittsfield, Springfield
Baystate Pediatric Hematology/Oncology	Springfield
Baystate Pediatric Hospital Medicine	Springfield
Baystate Pediatric Infectious Disease	Springfield
Baystate Pediatric Neurology	Springfield
Baystate Pediatric Pulmonology	Springfield



HEART & VASCULAR

Baystate Cardiac Surgery	Pittsfield, Springfield
Baystate Cardiology.....	Greenfield, Longmeadow, Northampton, Palmer, Springfield, Westfield
Baystate Vascular Services	Greenfield, Northampton, Springfield



HOSPITAL MEDICINE

BMP-Hospital Medicine	Greenfield, Palmer, Springfield, Westfield
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MEDICINE

Baystate Brightwood Health Center	Springfield
Baystate Critical Care Medicine.....	Springfield
Baystate Endocrinology.....	Longmeadow, Palmer, Springfield
Baystate Gastroenterology	Greenfield, Palmer, Springfield, Westfield
Baystate Geriatric Medicine	Springfield
Baystate High Street Health Center - Adult Medicine	Springfield
Baystate Infectious Disease	Greenfield, Springfield
Baystate Mason Square Neighborhood Health Center	Springfield
Baystate Pulmonary	Greenfield, Longmeadow, Palmer, Springfield, Westfield
Baystate Rheumatology.....	Palmer



NEUROLOGY

Baystate Neurology.....	Greenfield, Longmeadow, Springfield
Baystate Neurosurgery	Springfield, Northampton
Baystate Physical Medicine & Rehabilitation	Longmeadow, Springfield
Baystate Sleep Medicine.....	Greenfield, Longmeadow, Northampton, Springfield



PRIMARY CARE

Baystate Family Medicine	Greenfield, Northampton
BMP-Adult Medicine	South Hadley, Wilbraham
BMP-Northern Edge Adult and Pediatric Medicine.....	Springfield
BMP-Quabbin Adult Medicine	Belchertown
BMP-Quabbin Pediatrics Medicine.....	Ware
BMP-West Side Adult Medicine.....	West Springfield
Baystate Primary Care.....	Feeding Hills, Longmeadow, Palmer, Westfield



SURGERY

Baystate General Surgery.....	Greenfield, Longmeadow, Northampton, Palmer, Springfield, Westfield
Baystate Orthopedic Surgery.....	Palmer
Baystate Pediatric Surgery.....	Springfield
Baystate Plastic Surgery.....	Longmeadow, Northampton, Palmer, Springfield
Baystate Surgical Oncology & Breast Specialists	Greenfield, Northampton, Springfield, Westfield
Baystate Thoracic Surgery.....	Springfield
Baystate Trauma and Acute Care Surgery.....	Springfield
Baystate Urology.....	Greenfield
Baystate Wound Care and Hyperbaric Medicine	Greenfield, Springfield



URGENT CARE

Baystate Convenient Care	Palmer
Baystate Health Urgent Care (<i>a joint venture with Shields</i>)	Feeding Hills, Longmeadow, Westfield
Baystate Urgent Care	Northampton, Springfield



WOMEN'S HEALTH

Baystate Gynecologic Oncology	Springfield
Baystate Maternal Fetal Medicine	Springfield
Baystate Midwifery and Women's Health	Northampton, Springfield
Baystate Reproductive Medicine	Northampton, Springfield
Baystate Urogynecology.....	Greenfield, Longmeadow, Northampton, Springfield, Westfield
Baystate Wesson Women's Clinic.....	Springfield
Baystate Women's Health	Palmer, Ware, Westfield
BMP-Obstetrics & Gynecology.....	Northampton
BMP-Pioneer Women's Health	Greenfield, Northampton



Baystate Franklin Medical Center	Greenfield
Baystate Medical Center	Springfield
Baystate Noble Hospital.....	Westfield
Baystate Wing Hospital.....	Palmer



Baystate Home Health & Hospice.....	West Springfield
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Baystate Medical Practices

by the numbers 2022

15

PEDIATRIC SUBSPECIALTIES

548

CARDIAC SURGERIES

800

APPLICANTS FOR INAUGURAL
CLASS OF THE **FAMILY MEDICINE**
RESIDENCY PROGRAM

3,000

NEW **STROKE**
CONSULTS

4,770

OBSTETRICAL
DELIVERIES

10,079

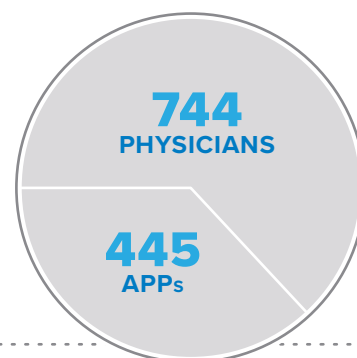
PATIENTS CARED FOR BY
REGIONAL CANCER PROGRAM

37,000

SURGICAL PROCEDURES

1,189

EMPLOYED
PROVIDERS



188,702

EMERGENCY DEPARTMENT VISITS, INCLUDING
33,596 **PEDIATRIC** ENCOUNTERS

231,000

HOSPITAL MEDICINE ENCOUNTERS

250,000

VISITS BY OVER 100 **PRIMARY CARE**
PROVIDERS ACROSS 12 SITES

532,000

RADIOLOGY EXAMS

2,054,651

APPOINTMENTS BOOKED BY **CONTACT CENTER**

7,500,000

LABORATORY TESTS PERFORMED
INCLUDING 400K **COVID TESTS**