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Board of Directors

Our Vision
Baystate Medical Practices 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.

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After nearly three years of addressing the novelties, the complexities, the tragedies, and the direct aftermath of the pandemic, 2023 marked the first, full, post-pandemic year. Within Baystate Medical Practices (BMP), the employed, academic provider group of Baystate Health, we had already been gaining forward momentum—beyond simply recovery—since mid-2022. We extended some of the most important lessons from our successful response to COVID-19, including nimbleness, and put them into practice to reshape our approach to health and care delivery. As an organization, we embraced and adopted a new strategic model to address the health needs of our consumers and patients in a fashion and a time frame that suits them: Orchestrated Access to Health, the OATH® model. OATH provides the basic road map for optimizing Access in all of its definitions and across all of its varied modalities—in a post-pandemic health care world short on resources—human, technologic, and capital, and long on collective fatigue.

As the president of BMP, I am continually humbled by and grateful for the tremendous efforts and successes of our team members. These accomplishments were magnified this past year because they occurred on the heels of the most difficult period that health care has experienced in modern history. In spite of all the barriers and limitations that faced us, we—the big WE—met our system’s safety, quality, and patient experience goals; WE welcomed our Advanced Practice Providers as full-fledged medical staff members; WE met our system goals for growth in aligned primary care lives and in the key Service Line priorities; and WE advanced our provider development and academic goals, further deepening our pipelines for future talent. By any measure, 2023 was a success and should be a source of pride for all of us.

In the pages that follow, you will learn of just some of the highlights from each of our clinical and academic departments and service lines. I am confident that you will share in my admiration and appreciation for the great good work of the magnificent BMP team.
The OATH® Model

Orchestrated Access to Health

- Passive contact with system
- Mobile device apps
- Wearables/tech-enabled monitoring
- Web-based education
- Portal
- Annual wellness visits
- Routine screening
- Community education
- PCP visit
- Specialist visit
- Telehealth visit
- Integrated behavioral health
- Specialist eConsult
- ED visit
- Observation stay
- Inpatient admission
- Post-acute care
- Chronic or acute unstable condition(s)
- Home health for at-risk:
  - Nursing (VNA)
  - Med rec (Pharm)
  - Education (CHW)
- Hospice & Palliative care
- Hospital at-home

Health maintenance
- Healthy state
- Lower severity
- Episodic care

Higher level of care
- Chronic or stable conditions
- Higher severity
In 2023 we continued to focus on rebuilding our workforce, optimizing access to care, and expanding our footprint regionally.

Safety/Quality/Experience

- Interdisciplinary PI teams achieved BH 2023 system targets in risk metrics related to breast cancer, depression screening, and BP control.
- BMP achieved an aggregate ambulatory patient experience (i.e., CG-CAHPS) “Willingness to Recommend” score of 98.42%, surpassing the maximum goal of 89.3%.
- BMP provider and staff engagement survey results demonstrated gains in diversity, resilience, safety culture, and both team and leader indices. Opportunities continue around staffing adequacy, communication, removal of barriers to work, and well-being.
- Implemented Phase 1 of provider/staff security training and facility enhancements to ensure a safer work environment.

Orchestrated Access to Health (OATH®)

- We created a multi-year strategy for improved access through clinical and technical innovations.
- Cross-disciplinary efforts by medical leaders, program directors, Contact Center, and schedule optimization leaders led to improved BMP actual utilization of 87%, the highest achieved in the last five years.
- Contact Center surpassed 3.4 million transactions while demonstrating improvement in all metrics. Booked procedures were up 6.5% and scheduled radiology tests up 15.5% from 2022. A consumer relationship management tool (CRM) was implemented to gain understanding of population specific patient needs, and preferences.
- After multi-year planning, BMP implemented a pre-operative medicine clinic in partnership with pre-anesthesia evaluation to harmonize all pre-operative care resulting in increased patient satisfaction, reduction in surgery cancellations, and improved access for primary and specialty care practices.

Value/Fiscal Performance

- BMP fiscal performance improved from post-pandemic FY 2022 but did not hit the aggressive budget targets we set for FY23. However, gross revenue increased by 5.6% ($25.5M), visits up 2.4% (30,171), and RVU increases of 5.4% (182,134). Our existing providers showed significant grit amidst provider vacancies of 90 Full Time Equivalents (FTEs).

Program Growth and Regionalization

- In 2023, we continued our growth strategy for the BH Regional Health and Wellness Centers:
  - Greenfield—renovation/expansion completed for Family Medicine practice and residency program as well as consolidation/renovation of multi-specialty practice space.
» **Longmeadow**—Expansion of multi-specialty practices, including addition of memory disorders program, vascular surgery, and gastroenterology. Primary care expanded their space, welcomed new providers, and opened a Convenient Care practice. Planning underway for radiology expansion 2024.

» **Palmer**—Completed renovation of new cardiology, GI, and endocrine practice space as Phase 1 of a multi-specialty practice renovation. Women’s Health and Pediatrics have relocated from Baystate Mary Lane campus.

» **Westfield**—Facility design and architectural renderings completed for future Westfield Health and Wellness Center on the Baystate Noble Hospital campus.

- Convenient care visit volume reached 26,336 visits at our three sites.
- Primary Care (BMP and our affiliated independent practices) “aligned” lives grew to 201,739, a 3% increase from FY22 and surpassing our 200,000 target.
- A renewed Be Healthy contract expanded our Medicaid ACO to include the Primary Care Service Line. Our Community Health Centers have committed to achieving top tier requirements.

**Workforce of Choice/Professional Practice**

- Provider recruitment was a key priority: BMP hired 194 providers (103 MDs, 91 APPs), 64 of them new additions. Our physician and APP vacancy rates remained below the national average, although days to fill increased for both groups of providers.
- APPs became full medical staff members this year with voting privileges and through their governance structure continued to coalesce as an aligned group of professionals.
- Nineteen nurses are now employed in the Contact Center to provide front end clinical triage and “first call resolution” for primary and specialty care service lines.
- We advanced 26 nurses in the clinical ladder recognition program. Quarterly nursing forums were restarted to re-engage and recognize our professional nurses, all 430 of them!

> These last few years have been hard on our leaders and their teams. I am proud and humbled by the resilience and commitment you all give to our patients and to each other. Thank you!
The work of Clinical Integration moved from vision towards action, developing and standardizing both processes of care and care models to enable orchestrated access to health that is seamless, efficient, effective, and sustainable for patients and providers.

Quality, Safety, and Patient Experience
- Reviewed 1190 safety event reports resulting in twelve root cause analyses and mitigation plans.
- Prepared practices for highly successful Joint Commission surveys at ambulatory sites at Baystate Franklin Medical Center, Baystate Medical Center, and Baystate Wing Hospital.
- Achieved aggregate CG-CAHPS willingness to recommend score of 98.42%, surpassing maximum goal of 89.3%.
- Facilitated interdisciplinary performance improvement work groups resulting in 25,736 patients receiving breast cancer screening (8% improvement); 28,815 patients (9% increase) achieved blood pressure control; and 108,075 patients were screened for depression, a 9% increase from the prior fiscal year.

Orchestrated Access to Health (OATH®)
- Led the creation and launch of a multi-year organizational strategy for aligning and executing on tactics to enable Orchestrated Access to Health®.
- Laid foundations for digitalizing the consumer access journey in collaboration with I&T, Contact Center, clinical and operational leaders, which included automated gaps in care outreaches (mammography) and portal workflow enhancements.
- Clinical Integration work with the Contact Center and service lines advanced seamless access through clinically led scheduling rule simplification and standardization.

Value/Population Health
- Helped facilitate the implementation and workflows to support the integration of the population health platform, HealtheIntent, to move us towards utilizing contemporary tools and analytics to support our population health goals.
- Created a centralized vision and management structure to support the expanded BeHealthy ACO care management teams.
- Increased community centered access to care and engagement across all three BH regions with the Wellness on Wheels (WOW) bus resulting in 1306 community members screened for hypertension across fourteen community partner sites and eight large community events.
The OATH® Model
Orchestrated Access to Health

GOAL
Improve preventative cancer screening mammography

FY23 OUTCOME
25,736 women screened for breast cancer (8% increase from FY22)

ACCESS STRATEGY ALIGNED WITH CLINICAL OPERATIONS
- Practice Workflows
- Face-to-Face Patient Engagement

TECHNOLOGY ALIGNED WITH CONSUMER EXPERIENCE
- Multi-Channel Marketing: Social, WOW Bus, Text, Email, Mail, Practice-Based Interactions
- Easy Patient-Centered Scheduling Processes

CARE MODELS ALIGNED WITH SUSTAINABLE SYSTEM MARGINS
- Learning Health System Model
- Scalable, Replicable Processes Enabling FY24 Strategic Care Journeys

CLINICAL OPERATIONS ALIGNED WITH TECHNOLOGY
- Text Outreach
- Preventative Registry
- Online Self-Scheduling

CONSUMER EXPERIENCE ALIGNED WITH ACCESSIBLE CARE MODELS
- Supply/Demand Matching with Outreach Campaign, Contact Center and Radiology Capacity
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 639 completed applications for 26 spots in the class of 2027.

Like the last several years, the entire interview process was conducted in a virtual format utilizing the MMI (multiple mini-interview) structure.

In our 2022/2023 interview cycle we successfully recruited a highly diverse class with 27% Underrepresented in Medicine (URM), 84% Massachusetts residents, and 92% female students.

PURCH continues to drive the diversity of the UMass Chan student body as a whole, as noted in the graphic below. We are making great strides in developing a student body more closely representing the diverse patient population we serve.
### CLASS OF 2027

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<th>Purch</th>
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<td>26.9%</td>
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<td>11.5%</td>
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The Office of Education provides programs for many disciplines and levels—from high school students to practicing professionals—to increase the educated healthcare workforce that serves our western Massachusetts communities. We work with community partners to engage our learners with the real issues impacting people’s health to inspire them to be community advocates.

**Building a Healthcare Pipeline**
- Hired > 60 Baystate Springfield Education Partnership (BSEP) students—a total of 560 since BSEP’s inception.
- Awarded scholarships as incentives to remain working or training at Baystate:
  - $5,000 to a Population-based Urban and Rural Community Health (PURCH) medical school graduate entering residency training at Baystate.
  - $27,750 in scholarships to 31 BSEP alumni, 18 of whom are Baystate employees—to continue their education in a healthcare field.
- Recruited 14 Advanced Practice Providers (APP) from Doctor of Nursing Practice and Physician Assistants who completed rotations here; provided totals of 9,800 and 8,000 clinical hours, respectively.
- 20% of our medical residency graduates and 40% of our pharmacy residency graduates stayed in the area for sub-specialty training or for clinical practice.
- 10% of midwifery education 2023 graduates will practice in Massachusetts; overall 28% of Baystate midwives, 53% of midwives in the local area, and 46% of midwives in northern CT and western MA are graduates.

**Centering Education in the Community**
- 50 PURCH students traveled to the State House in Boston to advocate for healthy homes; they met with legislators to support passage of the Massachusetts Healthy Homes Initiative to improve living conditions for people in low-income communities.
- Celebrated the fifth year of the successful Population & Community Health Clerkship.
  - Community partners increased 125% from four (three urban, one rural) to nine (five urban, three rural, one both).
  - Students increased 94% from 18 (PURCH students only) to 35 (PURCH, pharmacy, PA students).
- A total of 153 students, 15 community partners, and 39 community projects have addressed health priorities such as gun violence, deaths of despair, multi-generational trauma, food insecurity, rural transportation, and dementia.
- Placed 17 low-income or at-risk youth 14-25
years old in work experiences or as interns at Baystate through alliances with New England Farm Worker’s Council YouthWorks and MassHire Hampden County Workforce Innovation and Opportunities program.

- Continuing Education’s collaboration with service organizations results in highly rated programs:
  
  » 33rd Annual Victims’ Rights Conference: 131 participants, 87% rated program as excellent.
  
  » Military Veterans’ Healthcare Virtual Lunchtime Series: 86 participants, 85% rated program as excellent.

Increasing Strength Through Diversity

- Initiated a new scholarship for visiting URM medical students; all eligible applicants received full reimbursement of airfare, food allowance, waived institutional fees, and mentorship from UMass Chan–Baystate faculty focusing on application and interview performance.

- Recruited a cohort of incoming residents more diverse than that of providers overall*: Asian 13% vs 17%; Hispanic 11% vs 4%; Black/African American 7% vs 4%; White 56% vs 72%; non-specified 13% vs 2%.

*Based on the 2022 DEI Workforce Snapshot

- The first Diversity, Equity & Inclusion Learning Badge was earned by a Healthcare Education Office team member.

UMass Chan Medical School — Baystate, Population-Based Urban and Rural Community Health (PURCH)

PURCH Highlights 2022–2023

- 42% of PURCH students matched at their first-choice residency, 80% matched in their top three (nationwide the average was 74.5% in top three).

- Thirteen out of 24 PURCH students (54%) matched in Primary Care programs, Family Medicine, Pediatrics, or Primary Care Internal Medicine.

- Six out of 24 graduating PURCH students stayed in Massachusetts for residency training.

- PURCH students matched at several of the most prestigious programs in the country.

- Alpha Omega Alpha (AOA) Honor Society: out of 33 AOA inductees, five (20%) were PURCH students.

- Gold Humanism Honor Society (GHHS): PURCH students were over-represented as inductees, eight out of 26 (30%), compared to 12% of the main campus students.
Baystate investigators received over $18.5M in external grant funding for research, a similar magnitude to FY2022 and a sustained increase over prior years (Fig. 1); faculty published 289 peer-reviewed articles, also sustained from prior years (Fig. 2).

Baystate Health earned full re-accreditation for five years with no recommendations for improvement from the Association for the Accreditation of Human Research Protection Programs, Inc. (AAHRPP)—an accomplishment that very few institutions achieve. Our research facility also received an exemplary inspection report from the USDA. These reviews reflect Baystate’s commitment to building safeguards into all aspects of its research operations.

The Clinical Trials Office more than doubled its number of open studies, from 34 to 74 and reduced the study activation timelines by >50%. Shorter activation times allow us to attract more desirable studies, offer innovative interventions to more patients, and reduce outmigration of patients seeking a clinical trial.

Epidemiology and Biostatistics Core (EBRC) services remain free-of-charge for faculty and trainees seeking the intellectual satisfaction from research and quality improvement. In FY23 the EBRC provided 111 research and 29 quality improvement consults and participated in 67 collaborations resulting in 11 publications. The availability and quality of research infrastructure also contributed to key recruitments across the enterprise.

The Clinical Trial Management System (CTMS) went live for the enterprise and the D’Amour Center for Cancer Care, with completion of all study migrations planned for the year, enabling real-time information as to which studies are active and which patients are on study and allowing more precise differentiation of research charges from usual care and enhancing research safety.
Figure 1. External Grant Funding, Baystate Health, FY13–23

Figure 2. Publications, Baystate Health, FY13–23
The past year was the inaugural one for Provider Wellness and the appointment of Clinician Wellness leaders. In these early stages, efforts are focused on data collection and analysis around engagement and alignment, treating the current symptoms of burnout while simultaneously creating initiatives to combat the systemic causes of burnout.

- Baystate Medical Center Engagement and Alignment data demonstrate continued opportunities for growth and exploration of new strategies. The Provider Wellness Champions have begun holding meetings with stakeholders, department chiefs, directors as well as employees in multiple service lines to better understand the data and the meaning behind the scores and to collaborate to reimagine and innovate solutions.

- The Provider Wellness Council has been reconfigured with new membership and strategic road map (see right). Department-specific barriers have been brought to the council to create new and reimagined problem-solving approaches, including:
  - Trained coaching to improve clinician experience; we have expanded our existing internal coaching and launched a pilot partnership with MGH to offer external coaching.
  - The Peer Support Program to normalize the emotional impact of patient care. To date, the Provider Wellness Council has trained 100 Peer Supporters who have realized an increasing number of encounters.
  - Utilization of the Employee Assistance Program (EAP) has increased by 42% over the past year, in part due to our clinical partnership with a telehealth mental health resource to increase access.
WELLNESS ROADMAP
CHANGE MANAGEMENT MODEL

PROMOTE
Recognize What Matters
1. There is a climate of trust in this hospital/medical practice.
2. This hospital/medical practice conducts business in an ethical manner.

FOCUS
Invest Here to Improve
1. This hospital/medical practice provides high-quality care and service.
2. I have confidence this hospital/medical practice will be successful in the coming years.
3. This hospital/medical practice makes every effort to deliver safe, error-free care to patients.
4. Overall, I am satisfied with the performance of hospital administration.
The Department of Anesthesiology provides anesthesia and pain management services throughout Baystate Health.

- Through the opening of the new inpatient operating rooms and interventional procedural facilities, we worked closely with surgical services to ensure uninterrupted services to our increasingly high-acuity surgical patient population. Additionally, we collaborated to provide uninterrupted care in the vacated Daly operating rooms to our outpatient orthopedic surgical patients allowing for the transition to the new Baystate—New England Orthopedic Surgeons joint venture.

- The Department of Anesthesiology and Pharmacy partnered to optimize captured medication charges through process reconfigurations and provider education and awareness without incurring any negative impact on provider workflow or patient care.

- We established robust pipelines for new anesthesiologists, through our fully accredited residency training program, and Certified Registered Nurse Anesthetists, through a new collaboration as a primary training site for a Boston-based CRNA training program and successfully recruited five of our recent anesthesiology residency graduates and one student nurse anesthetist to join our provider staff, the largest internal recruitment in the history of the department.

- The Thoracic Anesthesia team’s collaboration with the Division of Thoracic Surgery led to the implementation of a unique ERATS (Enhanced Recovery after Thoracic Surgery) protocol leading to a 75% reduction in the need for opioids to manage pain upon discharge, reductions in Post Anesthesia Care Unit (PACU) length of stay and postoperative respiratory complications.

![Morphine Equivalent Comparison: Thoracic Surgery](chart.png)
Niels Rathlev, MD

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

- Vertical Model of Care was implemented in the Adult ED at BMC with a concomitant reduction in the adult walkout rate and improvement in access.
- The Emergency Department Executive Dashboard was created to advance our data-driven approach to operations.
- Baystate Noble Hospital was accredited as a geriatric emergency department.
- Compliance with the SEP-1 bundle for sepsis care reached the highest point (67%) to date.
- Started an ACGME-accredited fellowship in EMS and recruited our first fellow.
- From federal funding agencies, our research faculty received an R21 grant to study opioid use disorder and an R34 grant to study shared decision-making in emergency medicine.
Robert Baldor, MD

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

- **Access/Experience:** Major facilities work continues at 48 Sanderson Street in Greenfield, converting the medical office building into the newest Baystate Health and Wellness Center to meet primary and specialty care services for Franklin County. The specialty services have relocated to the first floor into the newly renovated area and the final renovation and reconfiguration of the Family Medicine clinical areas are scheduled to be completed by the end of this year.

- **Access/Academic Innovation:** We had a successful second MATCH for the Family Medicine Residency at Baystate Franklin Medical Center (BFMC) based in Greenfield, filling with four excellent interns. Our initial group of residents has performed admirably and have helped us to develop this innovative primary care training program for the Pioneer Valley. We are also pleased to report the successful recruitment of our sole PGYIII resident, who will be staying as a member of the attending faculty staff at our BMP/Greenfield Family Medicine practice.

- **Academic Innovation/Quality:** Recognizing the increasing behavioral and mental health needs of children and adolescents in Franklin County, the Department of Family Medicine collaborated with the Department of Psychiatry to obtain a 5-year, $1.5 million HRSA grant to enhance the training of the family medicine residents in this area. Additionally, the grant will support an annual free CME day devoted to such topics for all Pioneer Valley clinicians who are providing such care to our children and young adults.

- **Value/Access:** A $150,000 AHEC grant was secured for BFMC focused on workforce development and supports PURCH students to explore rural primary care practices, encouraging such future career choices. In addition to the medical students, other workforce issues are being explored such as training much needed community-health workers.

- **Population Health:** Recognizing the need for primary care workforce development in Franklin County, efforts were undertaken to secure legislative support for the family medicine training program, similar to what the Commonwealth provides to three urban-based family medicine programs. This $150,000 earmark provides foundational support for our training program.
Department of Medicine

Sarah Haessler, MD, MS, FSHEA

- Chair, Department of Medicine, Baystate Health
- Senior Hospital Epidemiologist, Division of Infectious Diseases, Baystate Health
- Associate Professor of Medicine, UMass Chan Medical School–Baystate

- Baystate Health’s three Community Health Centers: Baystate High Street Health Center; Baystate Mason Square Neighborhood Health Center; and Baystate Brightwood Health Center successfully implemented Baystate’s next 5-year Medicaid ACO waiver with the state of Massachusetts.

- The Division of Endocrinology implemented a novel nurse-driven “graduation” protocol for patients with stable endocrine diseases. In its first six months, the program has graduated 500 stable patients back to their primary care practices with specific treatment plans for ongoing care, resulting in improved access to the clinic for new patients.

- Baystate Gastroenterology developed a novel pancreatic cancer screening program in collaboration with D’Amour Center for Cancer Care, supporting patients to receive consolidated screening including Endoscopic Ultrasound (EUS) at Baystate rather than having to travel to other major centers in New England.

- Baystate Gastroenterology added two additional physicians with expertise in advanced endoscopy, enabling us to now offer EUS-guided diagnostic liver biopsies, celiac plexus neurolysis, and transluminal EUS procedures, including the endoscopic ‘reversal’ of gastric bypass surgery and drainage of inflammatory pancreatic fluid collections.

- The Memory Assessment and Care Clinic improved patient experience by expanding from virtual-only visits to offer in-person appointments at the Baystate Health & Wellness Center—Longmeadow. The addition, a social worker and patient service representative have helped families dealing with dementia to navigate resources.

- Hospital Medicine streamlined morning and afternoon care coordination huddles to facilitate early discharges leading to improvement in patient flow (see graph below).

Baystate Medical Center Hospital Medicine FY22–FY23 YTD

Discharge before noon%
Discharge “order” by 10:00 a.m.%
• Department of Healthcare Delivery and Population Sciences (DHDPS) investigators received a 5-year, $3.0M R01 grant from the National Institute of Mental Health to support a mixed methods study, in collaboration with the University of Massachusetts-Amherst, to examine how a major financing and delivery reform in Massachusetts Medicaid affects health care utilization, quality, and outcomes for children with behavioral health conditions.

• DHDPS investigators received a 5-year, $860,000 R21/R33 grant from the Agency for Healthcare Research and Quality (AHRQ) to develop, in collaboration with partners at Berkshire Health System, virtual reality software to increase patient engagement with medication treatment for opioid use disorder.

• DHDPS investigators received a 3-year, $720,000 R34 grant from the National Institute on Drug Abuse (NIDA) to support the refinement and pilot testing of a shared decision-making intervention to help ED patients decide between starting Methadone and Suboxone during or after an opioid use-related ED visit.

• DHDPS investigators received a 2-year, $200,000 grant from the RIZE Foundation of Massachusetts to develop and implement trainings around harm reduction in the Emergency Department and the distribution of harm reduction supplies tailored to marginalized drug-using populations.

• DHDPS investigators received a $1.5M Substance Abuse and Mental Health Services Administration (SAMHSA) grant as part of its Emergency Department Alternatives to Opioids (ED-ALT) Program.

• DHDPS faculty participated as Co-Investigators on successful applications with researchers from Johns Hopkins (AHRQ-funded R18 multi-center study focused on physician-driven error incident reporting) and Mt Sinai (NIH-funded R01 study of a self-management support intervention on COPD outcomes in older adults).

• DHDPS faculty were active on 23 extramural research studies, with direct funding from NIH, NHLBI, NIDA, AHRQ, the Lungevity Foundation, and MA DPH; and collaborations with UMass Chan, UMass Amherst, Northwestern University, University of Michigan, University of Wisconsin, and Cleveland Clinic.

• Faculty submitted seven NIH grants as Principal Investigator, including two first-time R01s, a first-time R61/R33, a first-time R21/R33, and a first-time K08; two of these have funding pending. Additionally, faculty were Co-Investigators on another four NIH grant applications, including two T32s and an R01.

Peter Lindenauer, MD, MSc, MHM
• Chair, Department of Healthcare Delivery & Population Sciences, Baystate Health & UMass Chan Medical School–Baystate
• Professor of Medicine, UMass Chan Medical School–Baystate

• DHDPS continued to grow as a department, adding one Joint, six Secondary, and six Adjunct appointments, as well as filling two Division Chief positions. We continued the Learning Health System Award Program, awarding small grants to four teams across BH.
Obstetrics & 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

- Healthcare disparities and racial inequity continues to be a primary focus in Women’s Health with the continue rise in maternal morbidity and mortality. The BESIDE (Birth Equity and Support through the Inclusion of Doula Expertise) pilot study is supported through grant funding from the Massachusetts Health Policy Commission. Our early success in recruitment of Black parents-to-be led to an offer for increased funding from the state to expand the program.

- We have continued our focus on quality and safety with our hypertension and postpartum hemorrhage work in obstetrics and are now able to measure outcomes in different racial and ethnic groups to compare to the state data. We monitor pregnant patients at risk for hypertension throughout their pregnancy and in the postpartum period with at-home monitoring that is connected to our electronic health record. This allows us to identify patients who need admission as well as to monitor people outside the hospital, shortening the length of stay.

- We have continued to shift gynecologic surgical procedures to minimally invasive same day surgery. We have seen a significant rise in hysterectomy with improved time from decision for surgery to scheduled case, particularly within our gynecologic oncology division when there is a suspicion of cancer.

- The full impact of the Dobbs decision is still unknown but there has been a rise in the number of people traveling to Massachusetts for abortions. We have expanded access to medication abortion within our Division of Midwifery in partnership with Complex Family Planning subspecialists. This service also provides the clinical experience needed for student nurse-midwives to become future abortion providers. We continue to improve access to contraception across the health system through education and training of providers in primary care.

- Our first Urogynecology fellow began this summer. We are partnering with the University of Massachusetts fellowship program to allow expansion of their existing program. This fellowship will expand access to services for patients and increase scholarly activity in the department.

- We received approval to begin a new fellowship training program in Maternal Fetal Medicine, to start in the summer of 2025.
Minimally Invasive Surgery leads to higher patient satisfaction and can be associated with lower post-operative complications. Residency candidates seek out programs based in part on MIS volume.
Department of Pathology

Ashraf Khan, MD, FRCPath
- Chair, Department of Pathology, Baystate Health
- Chair and Professor of Pathology, UMass Chan Medical School–Baystate

- We continue to support Baystate Health initiatives around Access to Care and Capacity Management by meeting turnaround time goals for breast, colorectal biopsies, and Emergency Department specimens as shown in the graphs. We support the breast radioactive seed localization lumpectomy program at BH regional hospitals.
- Numerous enhancements resulting in efficiencies, process improvements, cost savings and patient experience improvements:
  » Sysmex middleware replacement transitioned from computer-based server (WAM) to a cloud-based server (CWS) reducing the amount of instrument result and flagging rules by 30% and reducing the number of peripheral smears generated for review by 25%.
  » Implementation of system-wide high sensitivity troponin T—providing improved patient and provider experience with less wait time between subsequent draws and faster test results for evaluating Myocardial infarction.
  » The new Frozen section room in the Mass-Mutual building included the installation of Remote Medical Technologies (RMT)—a system for telepathology consultation with sub-specialty colleagues in the department—allowing for improved support of the surgeons in these operating rooms.
  » Reestablishment of In-house Electron Microscopy support for Renal/Neuromuscular programs.
- We implemented robust Tier 1 and Tier 2 Daily Management System (DMS) huddles with DMS metrics aligned to the BH mission and vision and a focus on improved customer service:
  » Changes implemented to improve Labor, Delivery, Recovery and Postpartum (LDRP) room turnaround time for Blood Bank serology tests.
  » Blood Bank working to improve fulfillment of Hematology/Oncology blood product orders.
  » Thromboelastography (TEG) testing for pediatric patients provided by our Transfusion Medicine service.
- Our faculty continues to be academically productive with 12 peer reviewed publications, 14 abstracts and meeting presentations, leadership of professional organizations including chairs of subcommittees, editorial board membership, editorships and invited lectures at national and international meetings.
Breast Core Biopsy Turn-Around-Times

- FY23 QT1: 91%
- FY23 QT2: 91%
- FY23 QT3: 90%
- FY23 QT4: 88%

Colon Biopsy Turn-Around-Times

- FY23 QT1: 91%
- FY23 QT2: 95%
- FY23 QT3: 80%
- FY23 QT4*: 84%

ED Specimen Troponin Turn-Around-Times
Receipt in Lab to Result

- FY23 QT1: 59
- FY23 QT2: 59
- FY23 QT3: 64
- FY23 QT4*: 57

ED Specimen Automated Blood Count Turn-Around-Times
Receipt in Lab to Result

- FY23 QT1: 27
- FY23 QT2: 24
- FY23 QT3: 23
- FY23 QT4*: 24

ED Specimen Lytes Turn-Around-Times
Receipt in Lab to Result

- FY23 QT1: 72
- FY23 QT2: 70
- FY23 QT3: 68
- FY23 QT4*: 64

ED Specimen Rapid COVID Turn-Around-Times
Receipt in Lab to Result

- FY23 QT1: 89
- FY23 QT2: 72
- FY23 QT3: 68
- FY23 QT4*: 68
Baystate Children’s Hospital (BCH) is the only accredited children’s hospital delivering tertiary care to infants, children, and adolescents in western Massachusetts. The Department of Pediatrics at UMass Chan–Baystate provides the majority of inpatient and sub-specialty care in western Massachusetts and primary care through Be-Healthy ACO to underserved families. Our vision: create a better world for children in our region by reducing healthcare disparities, treating illness, and restoring/maintaining wellness.

- Access: 10 new faculty in Pediatric Hospital Medicine, Newborn Medicine, Pediatric Endocrinology, Pediatric Critical Care, Pediatric Infectious Diseases and General Pediatrics expanded capacity.
- The Department welcomed its first Chief Quality Officer who will focus on ambulatory QI and BeHealthy ACO goals.
- Academic productivity: 27 published articles and nine book chapters.
- Categorical pediatric residency received 1350 applications, interviewed 260 virtually, and welcomed 10 interns, one of whom is in the neurodevelopmental track at Boston Children’s. Med-Peds residency received 280 applications, interviewed 135 and matched eight interns. The board pass rate in fall 2022 for peds was 71% and 100% for med-peds: overall pass rate 83%.
Barry Sarvet, MD

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

Department of Psychiatry

- Valley Springs Behavioral Health Hospital (VSBHH) opened and began serving patients in the culmination of a 3-year development process in partnership with LifePoint Health. The hospital is a 150-bed state-of-the-art psychiatric hospital facility replacing several units in our regional community hospitals to provide our region with substantially increased inpatient treatment capacity within a modern, spacious, and aesthetically pleasing environment of care.

- The Baystate Health Foundation received a generous gift of $1M establishing the Harold Grinspoon Endowed Chair of Psychiatry. Mr. Grinspoon is a local philanthropist whose charitable foundation has a long history of supporting educational and cultural programs to improve the well-being of youth. The endowment will generate income to support the clinical and academic mission of the department in perpetuity.

- The department’s newly established UMass Chan Medical School–Baystate fellowship program in consultation-liaison psychiatry received approval by the Accreditation Council for Graduate Medical Education (ACGME). The fellowship program, currently recruiting its first class of fellows, will provide specialized training for psychiatrists working to address mental health needs of patients in collaboration with other healthcare providers in general hospital, medical subspecialty, and primary care settings. The program joins the general psychiatry residency and the child and adolescent psychiatry fellowship to become the third ACGME accredited training program in the department.

- The department was awarded a federal grant of $2.5M over five years from the Substance Abuse and Mental Health Services Administration (SAMHSA) to establish a center for the provision of infant and early childhood mental health services. The program will address a significant regional shortage of providers with specialized skills for serving this population, in light of the substantial body of evidence demonstrating the critical importance of healthy social-emotional development for mental and physical health across the lifespan.

- The department has successfully implemented a new internally operated behavioral health crisis team and emergency psychiatry service for our emergency departments. The operation of these new programs has greatly enhanced the care of patients experiencing psychiatric emergencies, and has resulted in significant reduction in the number of psychiatric patients boarding in the hospital as well as reduction in episodes of workplace violence and the use of restraint and seclusion in the ED.

- The department is collaborating with the Department of Family Medicine in the development and implementation of an enhanced mental health curriculum for the Family
Medicine residency program at Baystate Franklin Medical Center. The 5-year project funded by a $1.75M federal grant from the Health Resources and Services Administration (HRSA) will provide our family medicine residents with a robust preparation for their role in early identification and management of mental health conditions in the primary care setting.
The Department of Surgery comprises 47 Surgeons and 44 Advanced Practice Providers. As part of our commitment to teaching and overall academics, among our faculty we have five Professors, seven Associate Professors and 23 Assistant Professors.

Members of our Baystate Trauma Surgery faculty will be representing Baystate Health on Mayor Sarno’s (City of Springfield) Gun Violence Working Group to advocate for our patients as well as further develop Baystate’s new hospital-based violence intervention program, Better Tomorrow.

The Tele-Trauma and Acute Care Surgery Service (TTACS) at Baystate Health successfully grew into its second year to virtually evaluate and manage patients at Baystate community hospitals. As a result, this program has reduced unnecessary transfers.

All 2023 and all anticipated 2024 graduates of our Residency program have achieved outstanding fellowship matches in the most competitive specialties. Matched institutions include Brigham and Women’s Hospital, Baylor University, Boston University, Rutgers University, Indiana University, University of Texas Medical Branch, Montefiore Medical Center, NYU, and Temple University. Our program is ranked in the top quartile of US surgery residencies and received continued accreditation status in 2023 without citations or concerns.

Academically, the Department of Surgery continues to distinguish itself with the number of publications, regional and national presentations.

Our academic, educational, and improved cultural environments contributed to the successful matching of our four fellowship programs (Acute Care Surgery, Surgical Critical Care, Minimally Invasive Surgery & Breast Surgical Oncology) and the successful recruitment of new providers.
Breast Specialists: Biopsy to Lumpectomy in ≤30 Days

Breast Specialists: Breast Conservation Rate

Patient Experience: Willingness to Recommend (FYTD)

Practice NPV Ratio
Richard Hicks, MD

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

- Two interventional radiologists joined the BMP practice filling a critical staffing need.
- Continued growth of a multi-specialty cardiac MRI and CT imaging program.
- TeraRecon advanced visualization software package better supports radiology, vascular surgery and cardiology needs and has produced a 30% savings in image reconstruction costs.
- Major classroom renovation completed enhancing video conference capabilities.
- New 3T magnet added to Baystate Health complement at Shields–Baystate MRI.
- Contrast-enhanced ultrasound introduced, allowing characterization of some kidney and liver masses without requiring CT or MRI, saving time and expense.
- BMC FY23 outpatient volumes up relative to budget - CT 15%, US 14%, breast imaging 10%, and MRI 3% - all important revenue drivers.

Contrast-enhanced ultrasound (left) shows characteristic features of liver focal nodular hyperplasia (top) and cavernous hemangioma (bottom), not seen on standard ultrasound (right).
Neurosciences Service Line

Edward Feldmann, MD, FANA, FAHA

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

Baystate Medical Center is the recipient of the following Coverdell or awards for stroke care:

- Door to CT <25 mins by EMS & 4.5 Hrs >=75%.
- Dysphagia screening >=90%.
- Door to Needle (tPA) <60 mins by EMS & 4.5 Hrs >= 90%.
- Stroke Systems of Care Partnership participation.

AHA Get with the Guidelines in Stroke awards:

- BMC, BFMC, BNH, and BWH are all gold plus Stroke awardees:

  » Target: Stroke Honor Roll: Door-to-needle times within 60 minutes for at least 75 percent of applicable patients.
  » Target: Stroke Honor Roll-Elite: Door-to-needle times within 60 minutes for at least 85 percent of applicable patients.

- Healthgrades top 100 Hospitals for Spine Surgery (only institution in Massachusetts).
- Excellent engagement scores—exceed system average and national benchmark.

Baystate Health consistently outperforms the national average for academic medical centers on stroke care quality.
Heart & Vascular Service Line

David A. Bull, MD

- Vice President and Medical Director, Heart & Vascular Program, Baystate Health
- Chief, Division of Cardiac Surgery, Baystate Health

- The Heart & Vascular programs at Baystate continue to be at the forefront of both innovation and quality in cardiovascular care within the state of Massachusetts and throughout New England. For 2023, US News and World Report recognized the following programs to be high performing:
  - Heart Attack
  - Abdominal Aortic Repair
  - Heart Bypass Surgery
  - Aortic Valve Surgery
  - Heart Failure

- Healthgrades has awarded Baystate the distinctions of America’s 100 Best Hospitals for Cardiac Care and America’s 100 Best Hospitals for Coronary Care. Baystate is the only program in the state of Massachusetts to receive these awards for 2021, 2022 and 2023. We are the only full service Interventional Cardiac Catheterization program in western Massachusetts and have eight state-of-the-art procedural suites.

- The Joint Commission on Accreditation of Healthcare Organizations awarded Baystate a Certificate of Distinction during Recertification of our Left Ventricular Assist Device (LVAD) Program.

- Baystate’s industry leading Cardiac Rehabilitation program is nationally certified by the American Association of Cardiac and Pulmonary Rehabilitation.

- Heart and Vascular providers are national leaders in the conduct and enrollment in clinical trials related to novel, minimally invasive approaches for the treatment of septal heart defects, atrial fibrillation, valvular heart disease, and aortic aneurysms.
Heart & Vascular Service Line–FY2023

Access to Care

- **Heart and Vascular Service Line**
- **FY2023**
- **Acess to Care**

- **3rd Next Visits: ≤14 Days (New Visits)**
  - Target: 100%
  - Higher is better: ↑

- **Practice Lag Time - New Visit Request to Appointment Date (lower is better)**
  - Target: ≤25

- **Practice NPV Ratio**
  - Target: 19.20%
  - Higher is better: ↑

- **% Telehealth Visits**
  - Target: ≥7%
  - Higher is better: ↑

- **% No Show Rate (lower is better)**
  - Target: ≤7%
  - Lower is better: ↓

- **% Practice Initiated Bump Rate (lower is better)**
  - Target: ≤8%

- **Practice Schedule Utilization - Built to Actual**
  - Target: 87%
  - Higher is better: ↑

- **Contact Center Service Level Response Standards**
  - Target: 80%
  - Higher is better: ↑

- **Contact Center Quality Assurance**
  - Target: 95%
  - Higher is better: ↑

- **Contact Center Average Speed to Answer (lower is better)**
  - Target: ≤00:30

- **Contact Center Quality Assurance**
  - Target: 95%

- **Accuracy of Built Schedules**
  - Target: 90%
  - Higher is better: ↑

- **Budgeted (target) to Actual Visits**

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**Contact Center Service Levels Response Standards**

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**Contact Center Quality Assurance**

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**Budgeted (target) to Actual Visits**

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Baystate Regional Cancer Program

Grace Makari-Judson, MD

- Medical Director, Baystate Regional Cancer Program
- Chief, Division of Hematology-Oncology, Baystate Health
- Professor of Medicine, UMass Chan Medical School–Baystate

- Despite physician shortages, access to care metrics demonstrate schedule utilization of >117%, exceeding all benchmarks.

- A critical shortage of Hematologists-Oncologists is identified nationally. Since successful recruitment often comes from within, the Hematology-Oncology Fellowship Program was approved by ACGME to expand the complement of fellows from a total of six to nine over the next three years.

- Cancer cases are expected to increase as the population advances in age. By enhancing the physician/APP partnerships, we enable the physicians to see new cancer patients and establish a plan in a timely fashion while APP partners support ongoing care. Encouragement of careers as a cancer specialist APP is supported by enhancing rotations and experiences at the D’Amour Center for Cancer Care for trainees.

- To allow for appropriate schedule utilization for new patient visits, classic hematology consults have been screened and triaged. In the past year, 1,252 requests for benign hematology consults were reviewed. Of these, more than half were able to be addressed by E-consults or communication with the referring provider without the need for a traditional in-person consultation.

- Radiation Oncology experienced its busiest year with daily volumes in excess of 120 patients per day due to shifting volumes from regional competitors. A national issue continues to be the shortages of radiation physicists, dosimetrists, and therapists.

- Physician engagement scores outperformed national benchmarks and were highest of any physician group at Baystate. Despite additional workload, physicians cited collegial environment and meaning in their work as contributing factors to high engagement. Staff engagement consistently remains in the top tier ranges.

- Cancer Services opened over a dozen new clinical trials for treatment of solid tumors and gynecologic malignancies with focus on new targeted agents. Fellows and faculty continued to promote the academic mission with abstracts and scholarly publications.
Baystate Regional Cancer Program—FY23

ACCESS TO CARE

STRATEGIC GROWTH

Cancer Services Service Line

FY2023

ACCESS TO CARE

Practice Schedule Utilization - Built to Actual

Higher is Better ↑

Practice NPV Ratio

Higher is Better ↑

Practice No Show Rate (lower is better)

Lower is Better ↓

Practice Telehealth Visits

Higher is Better ↑

Practice Schedule Utilization

Built to Actual

Schedule Utilization

Target (≥87%)

Baystate Regional Cancer Program—FY23

Weekly Count of Daily Radiation Oncology Patients

FY21 - Avg. 93.10/day
FY22 - Avg. 87.17/day
FY23 - Avg. 104.08/day

64,000
50,000
40,000
30,000
20,000
10,000
0

wRVU’s FYTD

wRVU’s Variance

Baystate Regional Cancer Program—FY23

37
Primary Care Service Line

Elizabeth Boyle, MD
• Vice President, Primary Care and Clinical Integration, Baystate Health
• Assistant Professor of Medicine and Pediatrics, UMass Chan Medical School–Baystate

• **Growth:** We continue to grow our staff and services in all our regional Baystate Health and Wellness Centers in Greenfield, Palmer, Northampton, and Longmeadow. Our Health and Wellness Centers offer enhanced imaging, lab, and specialty services. We have added clinical pharmacists to our wellness centers in Greenfield and Palmer as part of increasing access to team-based care.

• **Quality:** The pandemic negatively affected preventive care nationally but through enhancements in our clinical model we were able to improve our treatment of blood pressure to prevent heart attacks and strokes; top decile Hypertension performance as well as improvements in breast cancer screening.

• **Access to Care:** As part of our Senior Wellness Initiative, we improved wellness visits by 13%; improved access to the community with over 15,000 new patient visits, over 67,000 same day/next day visits.

• We expanded after hours and weekend access to care for urgent visits with growth of our primary care walk-in clinics, Baystate Convenient Care, in Springfield, Northampton, and Palmer as well as new sites opening in the fall at Longmeadow and Westfield.

• We joined the Be Healthy Medicaid ACO to expand our access and services to our Medicaid patients in our communities.

• The Family Medicine residency program in Greenfield welcomed its second cohort of residents in July and we will be hiring its first primary care graduate in 2024. 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 western Massachusetts.
Primary Care Service Line (Trending)
FY23 Dashboard August

| Safety | We prioritize safety by developing easy access for more of our community to high functioning and engaged care teams. |
| Quality | We deliver high quality with best practices in clinical models of care for both individuals and populations. |
| Experience | We focus on the patient experience in ambulatory care with access that exceed expectations. |
| Value | We provide value to our community with smart growth and improved population health: high quality, affordable care. |

![Arrived NPV (YTD)](chart1)

![HTN Control](chart2)

![Willingness to Recommend PCSL (YTD)](chart3)

![Billed MWV (YTD)](chart4)
NEW PHYSICIANS & ADVANCED PRACTICE CLINICIANS

Huzaita Ahmad, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Zaid Alhelai, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Raul Alicea, PA  
Baystate Cardiology Heart & Vascular Service Line

Jennifer Allard, NP  
BMP - Adult Medicine - South Hadley, Community Primary Care Service Line

Madiha Aurangzeb, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Stephanie Aviles, PA  
Enfield Medical Associates

Sharon Baribeau, NP  
Baystate Mason Square Neighborhood Health Center Department of Medicine

Ebrahim Barkoudah, MD  
Chief, Hospital Medicine  
BMP - Hospital Medicine - Springfield, Department of Medicine
Elizabeth Bechthold, NP  
Baystate Neurology  
Neurosciences Service Line

Chelsea Betsold, NP  
Baystate Behavioral Health -  
Child Outpatient, Department of Psychiatry

Prarthna Bhardwaj, MD  
Baystate Hematology Oncology  
Baystate Regional Cancer Program

Kayla Bolduc, PA  
BMP - Hospital Medicine -  
Palmer, Department of Medicine

Pratyusha Bollimunta, MD  
BMP - Hospital Medicine -  
Springfield, Department of Medicine

Mirjam Boucher, NP  
Baystate Emergency Medicine -  
Springfield

Benjamin Bowell-Ammon, MD, MPH  
Physician Investigator  
Department of Healthcare Delivery & Population Sciences

Stephanie Brockert, PA  
Baystate Neurosurgery  
Neurosciences Service Line

Grace Brown, NP  
Baystate Pediatric Hospital Medicine, Department of Pediatrics

Austin Buckner, PA  
Orthopedic Surgery, BMC  
Department of Surgery

David Bull, MD - VP & Medical Director, Heart & Vascular, Baystate Cardiac Surgery, Heart & Vascular Service Line

Haley Burgmyer, PA  
Orthopedic Surgery, BMC  
Department of Surgery

Alaina Butler, MD  
Baystate General Pediatrics  
Department of Pediatrics

Taner Bzdéel, PA  
BMP - Hospital Medicine -  
Westfield, Department of Medicine

Jana Cable, MD  
Baystate Newborn Medicine  
Department of Pediatrics

Tanisha Camacho Rodriguez, NP  
BMP - Feeding Hills, Community Primary Care Service Line
Sandipan Chakraborty, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Ashley Charette, PA  
BMP - Adult, Medicine - Wilbraham Community Primary Care Service Line

Jolene Charles, NP  
Baystate Behavioral Health - Adult Partial Hospital Program - Westfield, Department of Psychiatry

Brittany Chew, NP  
Baystate Emergency Medicine - Springfield, Department of Emergency Medicine

Emily Clough, PA  
BMP - Hospital Medicine - Springfield, Department of Medicine

Hannah Coombs, NP  
BMP - Hospital Medicine - Westfield, Department of Medicine

Michael Cooper, MD  
Chief, Baystate Pediatric Emergency Medicine Department of Pediatrics

Josette Dawkins, MD  
Baystate Reproductive Medicine Department of Obstetrics and Gynecology

M. Cecilia Di Pentima, MD  
Chief, Baystate Pediatric Infectious Disease, Department of Pediatrics

Megan Downey, PA  
Baystate Cardiac Surgery Heart & Vascular Service Line

Nha Duong, DO  
Baystate Gastroenterology Department of Medicine

Jessica Feyre, PA  
Baystate Hematology Oncology Baystate Regional Cancer Program

Michael Fine, NP  
Baystate Primary Care - Palmer Community Primary Care Service Line

David Fish, MD  
Baystate Pediatric Hospital Medicine, Department of Pediatrics

Timothy Fisher, MD  
Baystate Women’s Health OB/GYN - Northampton Department of Obstetrics and Gynecology

Adam Foster, NP  
Baystate Cardiology Heart & Vascular Service Line
Muhtadi Islam, MD  
Baystate Sleep Medicine - Springfield, Neurosciences and Rehabilitation Service Line

Alec Kapino, PA  
Baystate Emergency Medicine - Springfield, Department of Emergency Medicine

Nicholas Karr, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Michelle Kayser, MD  
Baystate Pediatric Endocrinology & Diabetes Department of Pediatrics

Bryan Lee, DO  
Baystate Hematology Oncology Baystate Regional Cancer Program

Casey Lenderman, DO  
Baystate Behavioral Health - Adult Psychiatric Treatment Unit Department of Psychiatry

Neha Malhotra, MD  
Baystate Endocrinology Department of Medicine

Vincent Mariano, MD  
Baystate High Street Health Center - Adult Medicine Department of Medicine

Angela Martagon Villamil, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Lisa Mossie, MD  
Baystate Cardiology Heart & Vascular Service Line

Douglas McAdoo, MD  
Baystate Emergency Medicine - Springfield, Department of Emergency Medicine

Nicole Megazzini, PA  
Baystate Convenient Care Community Primary Care Service Line

Kera Monts, NP  
Baystate Family Medicine - Greenfield, Community Primary Care Service Line

Riddhima Naik, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Anissa Newman, PA  
Baystate Behavioral Health - Adult Psychiatric Treatment Unit Department of Psychiatry

Jennifer Norton, NP  
Baystate Family Medicine - Greenfield, Community Primary Care Service Line
Jacob Oyer, MD
Baystate Behavioral Health - Adult Outpatient, Department of Psychiatry

Sidak Pannu, MD
Baystate Interventional Radiology, Department of Radiology

Mary Paterno, CNM
Baystate Midwifery and Women’s Health, Department of Obstetrics and Gynecology

Sanjay Paudel, MD
BMP - Hospital Medicine - Springfield, Department of Medicine

Ylfa Perry, MD
Baystate Convenient Care Community Primary Care Service Line

Vedatrayee Pramanik, MD
BMP - Hospital Medicine - Springfield, Department of Medicine

Justin Quinlan, DO
Baystate Family Medicine - Northampton, Community Primary Care Service Line

Karla Rasche, NP
Baystate Behavioral Health - Psychiatry Consultation Services Department of Psychiatry

Nakul Ravikumar, MD
Baystate Pulmonary & Critical Care Medicine, Department of Medicine

Laura Rekedal, MD
Baystate Women’s Health OB/GYN - Springfield, Department of Obstetrics and Gynecology

Christine Rizk, MD
Baystate Surgical Oncology & Breast Specialists, Department of Surgery

Mayu Runge, MD
Medical Director, Baystate High Street Health Center - Adult Medicine, Department of Medicine

Mark Schaner, DO
BMP - Hospital Medicine - Springfield, Department of Medicine

Meghan Schmidt, NP
Baystate Family Medicine - Northampton, Community Primary Care Service Line

William Selove, MD
Baystate Pathology Department of Pathology

Nimish Shah, MD
Baystate Cardiology Heart & Vascular Service Line
Amit Sharma, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Manisha Shastry, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Kristin Shely, NP  
Baystate Neurology Neurosciences Service Line

Sarah Slabaugh, DO  
Baystate Behavioral Health - Child Outpatient Department of Psychiatry

Robert Smith, DO  
BMC - Adult Medicine - South Hadley, Community Primary Care Service Line

Atul Soreng, MD  
Baystate Primary Care - Longmeadow, Community Primary Care Service Line

Amy Starmer, MD - Chief, General Pediatrics & Community Health, Baystate General Pediatrics, Department of Pediatrics

Kristen Steidler, NP  
Baystate Vascular Services Heart & Vascular Service Line

Lauren Sweetser, MD  
Baystate Pediatric Critical Care Medicine Department of Pediatrics

Uchit Thapa, MD  
BMP - Hospital Medicine - Springfield, Department of Medicine

Anay Thodge, MD  
Baystate Interventional Radiology, Department of Radiology

Deepu Thomas, MD  
Baystate Geriatric Medicine Department of Medicine

Reshma Tiwari, PA  
Baystate Convenient Care Community Primary Care Service Line

Emily Troczynski, NP  
Baystate Emergency Medicine - Springfield, Department of Emergency Medicine

LaTasha Turner, PA  
Baystate Endocrinology Department of Medicine

Mohammed Ullah, MD  
Baystate Gastroenterology Department of Medicine
Baystate Health Locations

AS OF DECEMBER 2023

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

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 ........................ Pitsfield, Springfield
Baystate Pediatric Critical Care Medicine ......... Springfield
Baystate Pediatric Endocrinology & Diabetes .......... Springfield
Baystate Pediatric Gastroenterology & Nutrition .... Northampton, Pittsfield
Baystate Pediatric Hematology/Oncology ............ Springfield
Baystate Pediatric Hospital Medicine ............... Springfield
Baystate Pediatric Infectious Disease ............... Springfield
Baystate Pediatric Pulmonology ...................... Springfield

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

CONVENIENT CARE
Baystate Convenient Care ................................. Longmeadow, Northampton, Palmer, Springfield, Westfield
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

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, Westfield
Baystate High Street Health Center – Adult Medicine .... Springfield
Baystate Infectious Disease .......................... Northampton, Springfield
Baystate Mason Square Neighborhood Health Center ... Springfield
Baystate Pulmonary .................................................. Palmer, Longmeadow, Springfield, Westfield
Baystate Rheumatology ............................................. Palmer

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

PRIMARY CARE
Baystate Family Medicine ........................................ Greenfield, Northampton
BMP—Adult Medicine ............................................. South Hadley, Willbraham
BMP—Northern Edge Adult and Pediatric Medicine ..... Springfield
BMP—Quabbin Adult Medicine ................................. Belchertown
BMP—Quabbin Pediatrics Medicine ........................... Palmer
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 Colorectal Surgery .................................... Springfield
Baystate Orthopedic Surgery .................................. Palmer
Baystate Pediatric Surgery ....................................... Springfield
Baystate Plastic Surgery ........................................... Greenfield, Longmeadow, Northampton, Palmer, Springfield, Westfield
Baystate Surgical Oncology & Breast Specialists ......... Greenfield, Longmeadow, 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

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, Westfield
BMP—Obstetrics & Gynecology ............................... Northampton
BMP—Pioneer Women’s Health ................................. Greenfield, Northampton

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

Baystate Home Health & Hospice .............................. West Springfield
### By the Numbers

**1,211**
Employed Providers

**752**
Physicians

**459**
Apps

**1,211**
Employed Providers

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**5**
Community Health Centers
Caring For 36,000 Patients

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**4,704**
Obstetrical Deliveries

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**9,416**
Patients Cared For By Regional Cancer Program

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**4,704**
Obstetrical Deliveries

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**567,011**
Radiology Exams

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**16,500**
Surgical Procedures

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**236,137**
Hospital Medicine Encounters

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**2,028,171**
Appointments Booked By Contact Center

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**274,000**
Visits By 111 Primary Care Providers Across 12 Sites

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**213,855**
Emergency Department Visits, Including
34,317 Pediatric Encounters

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**719**
Cardiac Surgery Procedures

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**2,028,171**
Appointments Booked By Contact Center

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**7,100,000**
Laboratory Tests Performed

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**15**
Pediatric Sub-specialties

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**7,100,000**
Laboratory Tests Performed