

# DFCM State of the Department - 2023

Anna Flattau, MD, MSc, MS  
Alumni Professor & Chair  
March 15, 2023



**Jefferson**

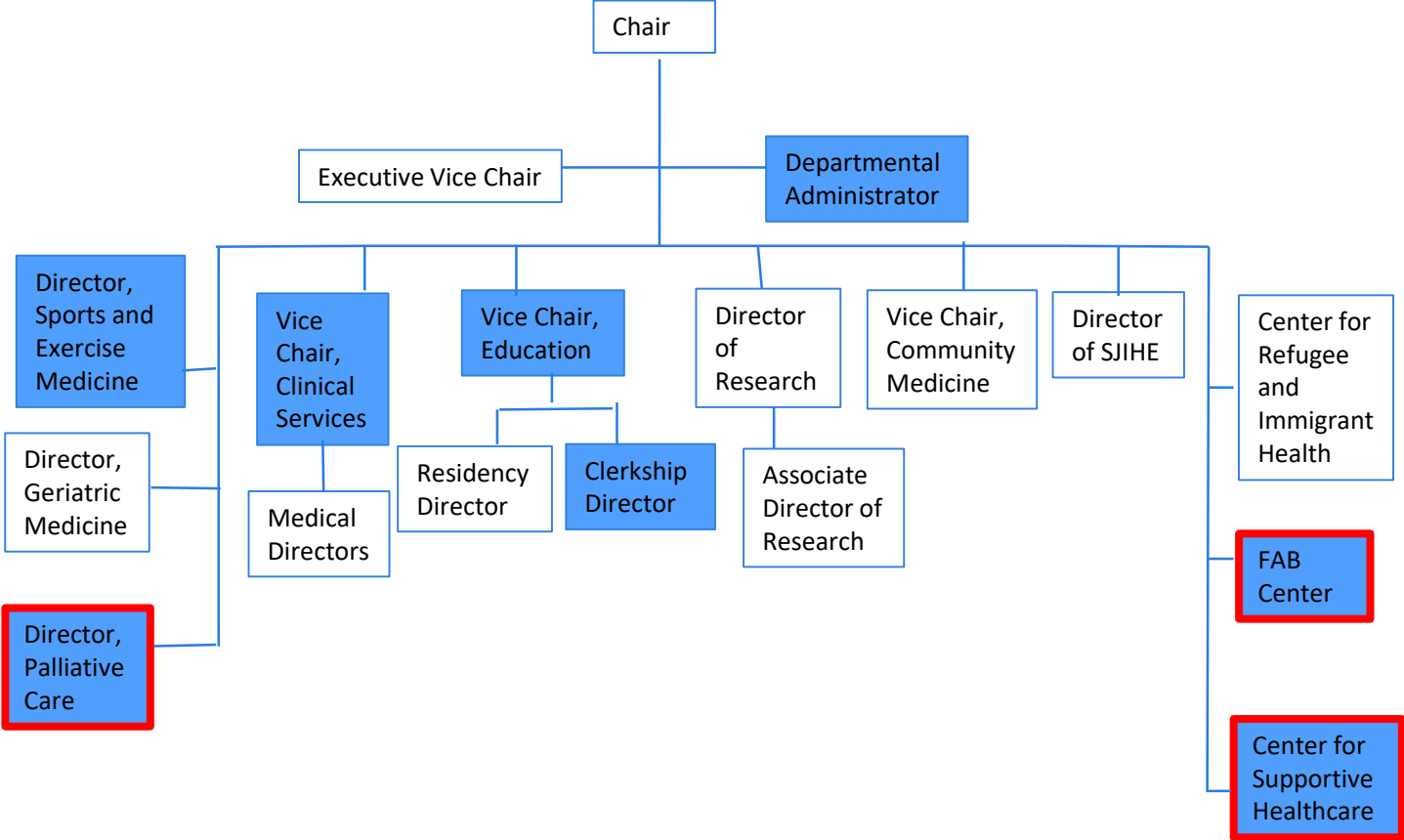
Thomas Jefferson University  
HOME OF SIDNEY KIMMEL MEDICAL COLLEGE



# We are Building the Family Medicine Department of the Future

- Enterprise strategic alignment
- Leveraging value-based payment mechanisms
- Advancing health equity
- Interprofessional care
- Interprofessional education
- Bringing expertise to scale
- University level structures for health systems research and education

# New Leadership and New Structures



# We are growing

Faculty	57*
Clinical Staff	85*
Administrative Staff	16
Clinical Fellows	9
Research Fellows	6
<u>Residents</u>	<u>30</u>
<b>TOTAL:</b>	<b>203</b>

Volunteer Faculty 225\*

\* growth

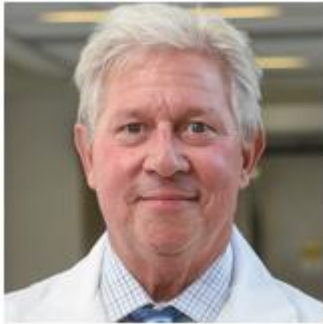


# Our staff is our foundation

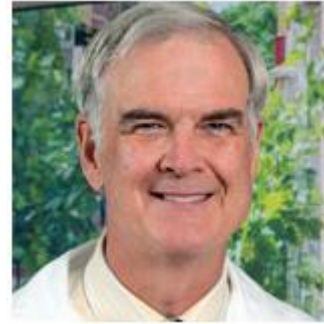




# Vice-Chairs and Administrative Leadership



**George Valko, MD**  
Executive Vice-Chair



**Robert Motley, MD**  
Vice-Chair for Community  
Medicine



**Geoffrey Mills, MD, PhD**  
Vice-Chair for Clinical Services



**Maria Syl de la Cruz, MD**  
Vice-Chair for Education



**Emmy Stup, MPH**  
Administrator



# Division Directors



**Alexis Tingan, MD**  
Sports & Exercise Medicine



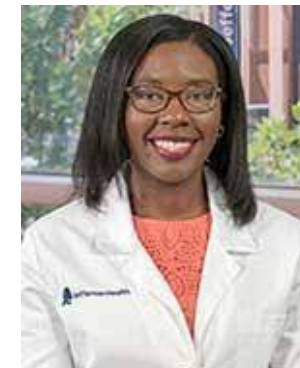
**Susan Parks, MD**  
Geriatric Medicine



**John Liantonio, MD**  
Palliative Care



**Randa Sifri, MD**  
Research



**Krysfoster, MD**  
Diversity, inclusion,  
and social justice

# Center Directors



**Marc Altshuler, MD**  
Director, Center for Refugee &  
Immigrant Health



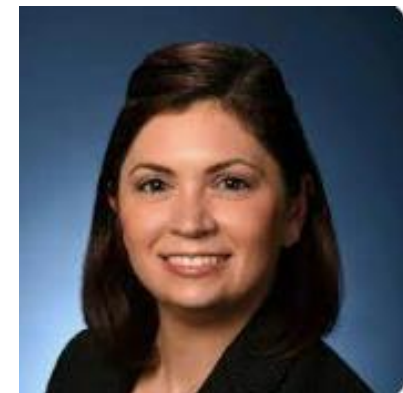
**Lara Weinstein, MD, MPH**  
Co-Director, Center for  
Supportive Healthcare



**Erin Kelly, PhD**  
Co-Director, Center for  
Supportive Healthcare



**Mary Stephens, MD**  
FAB Center Co-Director



**Karin Roseman, LSW, MCSW**  
FAB Center Co-Director

# Two New Centers established in January 2023

## The FAB Center for Complex Care

Co-Directors: Mary Stephens MD and Karin Roseman

Provides comprehensive primary care for adults and adolescents with **intellectual/developmental disability and other complex childhood-onset conditions.**



## Center for Supportive Healthcare

Co-Directors: Lara Weinstein MD and Erin Kelly PhD

Develops and tests new models of care and educates healthcare professionals to improve well-being for people experiencing **serious mental illnesses and substance use disorders.**

# Division of Palliative Care - est. 2023

## Vision:

*Reimagine care for patients with serious illness through advocacy, superior clinical care, academic excellence, and community collaboration.*



# Strategic Planning Process

*Implemented structured strategic planning process with consistent focus on 12 key metrics across 9 divisions, centers, and teams*

Education (Delacruz and Altshuler)	Research (Sifri)	Community (Motley)
Primary care & hospital/ maternity (Mills)	Sports & Exercise Medicine (Tingan)	Geriatrics (Parks)
Palliative Care (Liantonio)	The FAB Center (Stephens/ Roseman)	Center for Supportive Care (Weinstein/ Kelly)

## 12 Departmental Metrics

### Extramural Funding

- Total funding
- Principal Investigator funding

### Publications

- # Publications

### Social justice

- Team-specific diversity and inclusion goal
- Team-specific community engagement goal

### Clinical

- Patient experience
- Financial sustainability and/or growth

### Education

- # medical students trained
- Trainees' evaluations

### Philanthropy

- \$ received
- # donors

### Wellness

- Faculty satisfaction (annual review)



# Community health and DEI are everyone's job

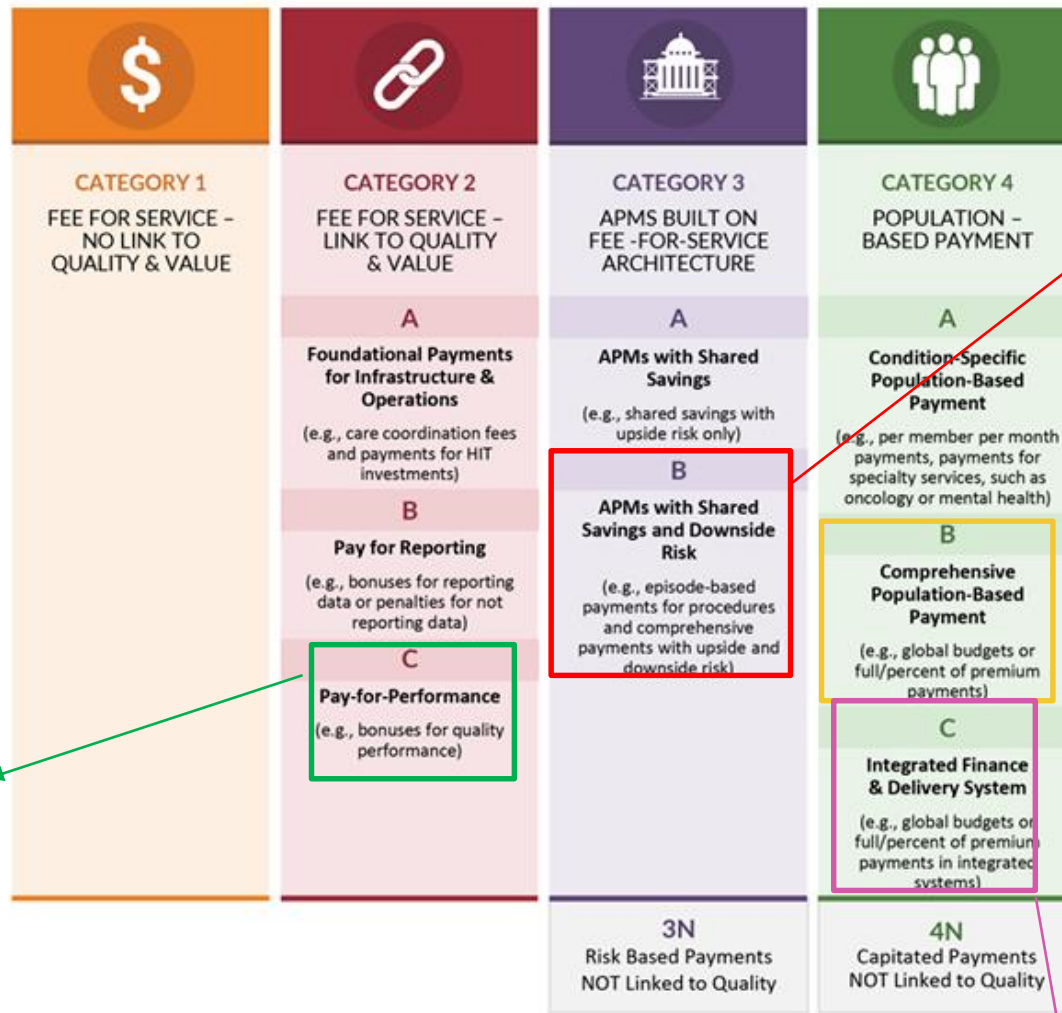
	Community Goal	DEI Goal
Education	<b>Develop</b> partnerships with community organizations to allow opportunities for learner involvement	<b>Continue</b> to be intentional with recruitment practices to increase diversity among faculty & residents
Research	<b>Continue</b> collaborations with community pillar and community-driven research	<b>Continue</b> to recruit, support, and retain diverse research faculty, fellows, and staff; ensure DEI is woven into all research topic areas
Community	<b>Prepare</b> a longitudinal, integrated curriculum to support Community Medicine competency development in UME, GME	<b>Identify</b> synergies and align our work with the priority areas of need identified in the Jefferson Health CHNA & Improvement plans
Primary Care	Add 1 new community connection per team per year	Increase URM hiring for clinical faculty & leadership positions
Sports	<b>Increase</b> AHO athlete physicals by 10% (add on one additional athlete physicals event) <b>Staff</b> the sports medicine clinic at the Wyss Center every 1-2 months	<b>Contribute</b> one DS&EM faculty or staff to the Departmental DEI committee <b>Explore</b> opportunities for extramural funding for DEI clinical or educational initiatives
Geriatrics	<b>Increase</b> Division community engagement	<b>Engage</b> with DFCM on recruitment strategies to recruit URM candidates
Palliative Care	<b>Increased</b> community engagement	<b>Purposeful</b> efforts to increase DEI throughout palliative care
FAB Center	<b>Collaborate</b> with the Jefferson Center for Autism & Neurodiversity & DEI office to provide quarterly presentations <b>Participate</b> in the Special Olympics of PA Cities of Inclusion Task Force <b>Participate</b> in panel with patient and caregiver for Humanities course lecture for 1 <sup>st</sup> and 2 <sup>nd</sup> years medical students <b>Explore</b> creating a patient advisory board <b>PDAT</b> (People with Disabilities as Teachers)	<b>Advisor</b> for student AADMD chapter <b>Community</b> Resource Fair <b>Young</b> Adult social skills group <b>Participate</b> in "Got Transition" work group, a federally funded and nationally recognized resource center <b>Participate</b> in the ARC of PA Covid-19 Health Disparity Task Force
Center for Supportive Care	<b>Continue</b> efforts to improve the coordinated care of individuals with SMI and SUD across the Philadelphia region	<b>Continue</b> to hire diverse post-doctoral fellows and to support a diverse group of medical students with research projects

# Value-based Care: We Have Arrived

- Clinical systems redesign - the time is now
- Primary care is a business imperative as well as a moral imperative
- We are active drivers of health systems change



Our current contracts support transformation to value-based approaches



IBC Commercial / MA: ~115,000 people

Keystone First Medicaid: ~93,000 people

Primary Care First: 43,400 people

HPP: 55,400 people  
Employees: ~60,000





# We have met the payer, and they are us

## HPP Value Propositions

- Attract/retain HPP members
- Document risk appropriately
- Improve STAR ratings/ HEDIS/ NCQA
- Save costs
- Attribution and care stays within Jefferson
- Meet a mandate
- Align with existing resources at state or plan level



Population capture

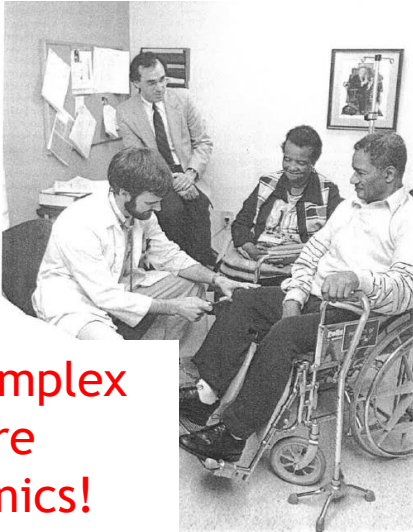
Quality, equity, and experience

Patient visits for attribution and coding

Efficient, in-house utilization

Shared external priorities

# Novel Approaches to Care!



**Complex care clinics!**

*Resident Robert Matley, M.D., '85 checks patient Robert Smith as Clinical Assistant Professor Richard C. Wender, M.D. and Mrs. Smith look on.*

*Left to right: Instructor Neil S. Skolnik, M.D., Residents William Thompson, M.D., '87 and Janice Nevin, M.D., '87, and Assistant Professor Richard C. Wender, M.D.*



988

**Treating patients in the contexts of their lives!**



*Clinical Assistant Professor Christopher Chambers, M.D., with the Murrell family*

**Clinical experts as leaders of health services design!**

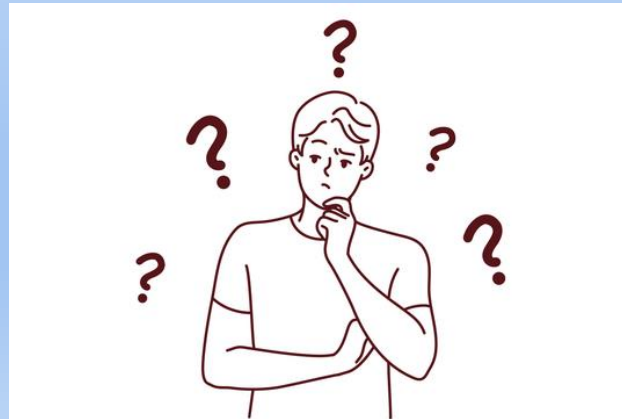


*Clinical Assistant Professor Robert L. Perkel, M.D.*

**Home-based primary care!**

# Primary care FAQ's

1. We've been talking for years about value-based care - when will this actually happen?
2. Will HPP now be willing to support my brilliant idea?
3. Primary care does all this work - where is the money?
4. I'm tired of having a dysfunctional system inflicted on me! How can we break free?



# Jefferson Primary Care

*Our Vision:  
We are the premier national model of  
an academic primary care system*



- An interprofessional system of care
- Comprehensive, longitudinal, relationship-based care for ~600,000 people in the Philadelphia region
- The major driver for specialist referrals, attribution, value, population health, and health equity



**~600,000  
Patients**



**944,219  
Visits**

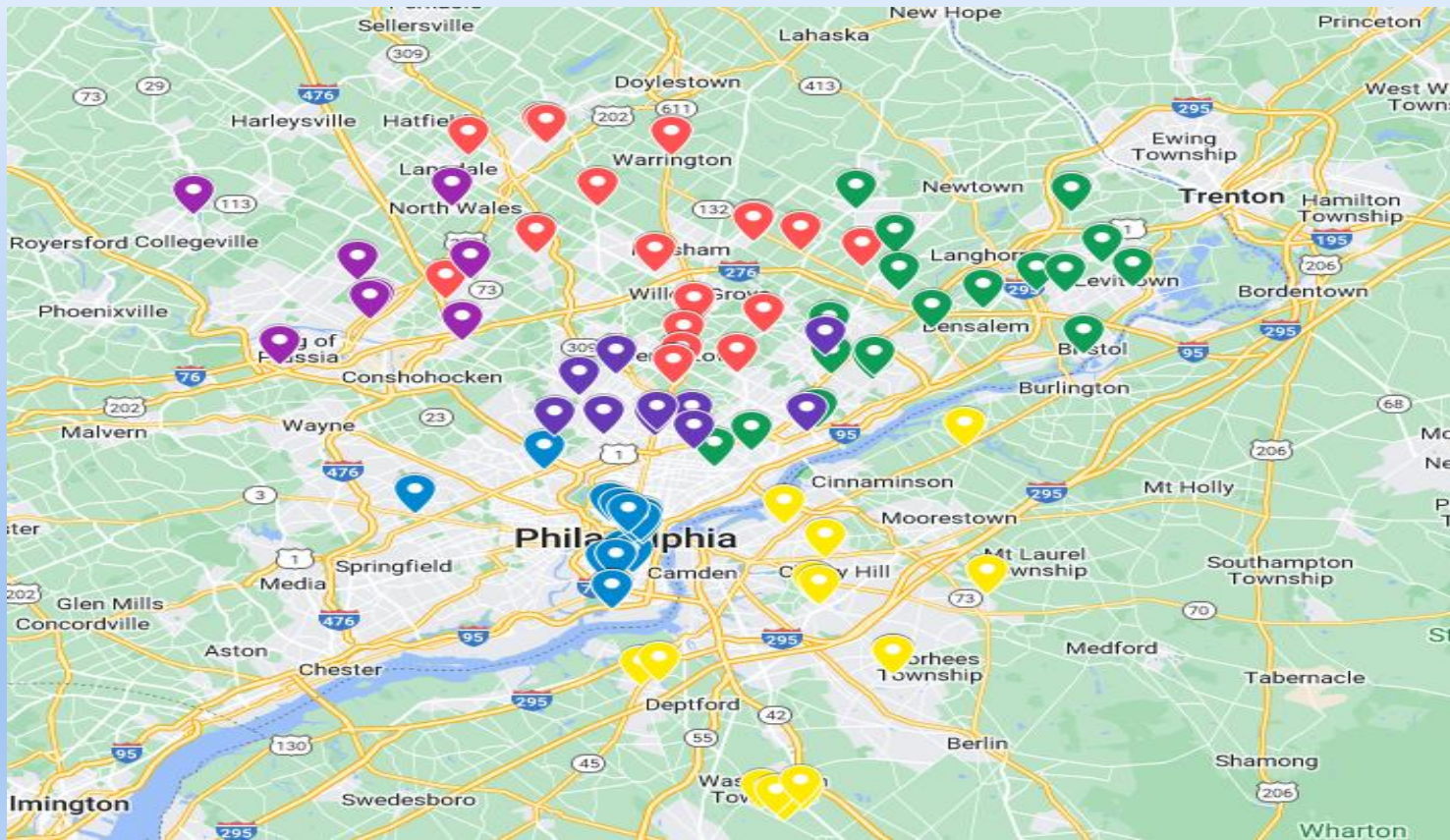


**98  
Practices**



**1,447  
Employees**

# Primary Care Geographic Footprint



Light Purple: EPM  
Red: Abington  
Green: Northeast  
Dark Purple: ECHA  
Blue: Center City  
Yellow: New Jersey

## Strategic focus areas – Jefferson Primary Care

### Quality, experience, and equity

- Health equity data infrastructure
- Person-Centered Primary Care Measure
- Peer review
- Break the Rules
- Integrated clinical dashboards
- Comprehensive quality initiatives on key clinical areas

### Systems Design: Care Models

- Specialist interfaces
- Interprofessional team roles
- Social needs screening roll-out
- Complex patient phenotypes
- Dashboards incorporating risk and utilization

### Systems Design: Ops/Finance

- Standardization of best practices across divisional operations teams
- Provider compensation
- Integrated financial models

### Growth

- Maximizing Existing Capacity
- Community Partnerships
- Advancing Value-Based Models
- Planning for geographic expansion

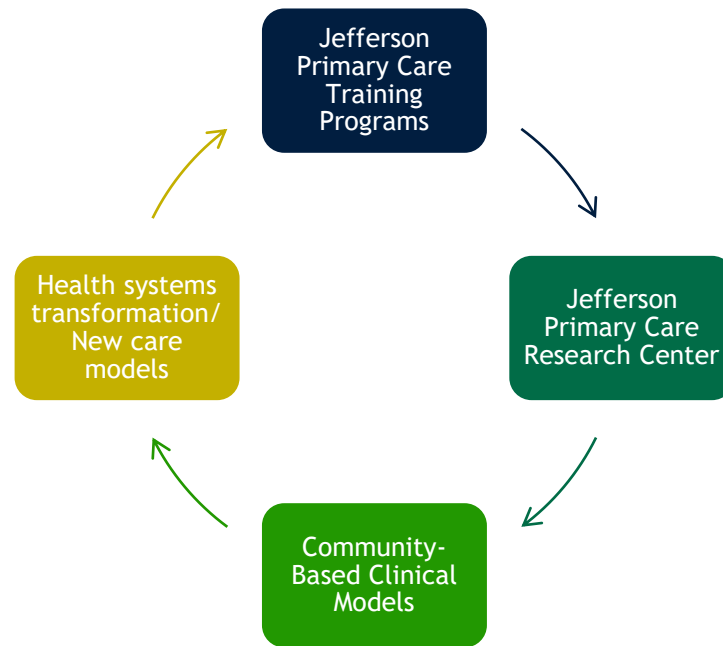
### Community partnerships

- Steering Committee established
- FQHC partnerships
- City health centers
- Refugee health
- School-based health
- Homeless health/addiction and SMI
- Uninsured care

### Academic integration

- Jefferson Primary Care Research Center
- Enterprise-wide clinical trials
- Family Medicine Residency Collaborative
- Primary Care Training Institution (interprofessional workforce development)

# Academic Mission at Enterprise Scale



# The Jefferson Primary Care Research Center is:

- A university-level structure
- The research arm of Jefferson Primary Care and for our population health partners in value-based care
- A high-impact, high-value initiative to elevate health services research at Jefferson
- A structured collaboration across colleges, departments, regions, and health system partners to support team science and capture funding opportunities

By aligning colleges and departments across our organization, and housing health system work at scale within the academic entity, we will create the **health services research infrastructure** that our organization needs.



## Components of primary care research infrastructure

Governance structure	Advisory committee with university, practice, and community representation
Practice Based Research Network	Infrastructure to facilitate research across Jefferson Primary Care, identify funding opportunities, connect investigators, and assist in grant-writing
Primary Care Research Review Committee	Ensure feasibility and success of practice-based primary care research
Data infrastructure and data library	Develop in collaboration with IS&T and clinical-operational leadership
Faculty 'fellows' from across university	Forum to connect and exchange ideas amongst primary care researchers
Recruitment and career pipeline	Collaborative recruitment including mid-career/senior faculty; mentorship of junior investigators across departments/colleges
Metrics to track success of primary care research across the enterprise	Monitor increase in funding, productivity, and inclusion

# Education and Workforce Training at Scale

## Family Medicine Residency Collaborative est. 2022

- 5 programs + 1 in planning for NJ
- Joint presentation accepted for national conference (STFM)
  - *“A new residency coalition can find commonalities across and strengths in programs’ diversity and can make concrete steps for positive collaboration within the first year of its establishment.”*
- Grant-funded program on training in primary care for IDD
- New 4-year track with MPH launched with College for Pop Health
- Joint teaching sessions
- ERASMUS proposal for exchange with Italy - first trip this month!

## Inter-college collaborations est. 2022

- Community-based interprofessional training opportunities
  - e.g. Wyss Center has: RN, OT/PT, pharmacy, medical residents
- Research and evaluation partnership: College of Pop Health/ Jefferson Primary Care
  - PhD student
  - MPH student
- College of Nursing and JCIPE are providing technical support in development and evaluation of Jefferson Primary Care Nursing Model

## Future opportunities

School	Potential programs
Nursing	<ul style="list-style-type: none"> <li>• RN capstone project in primary care</li> <li>• RN precepting opportunities</li> <li>• RN primary care residency (6 months)</li> <li>• NP primary care fellowship (1 year)</li> </ul>
Health Professions	<ul style="list-style-type: none"> <li>• Social work program</li> </ul>
Pharmacy	<ul style="list-style-type: none"> <li>• Pharmacy residency in primary care</li> </ul>
All	<ul style="list-style-type: none"> <li>• Research opportunities for students</li> <li>• Pipeline opportunities/ tuition support for lower-level staff (MA-&gt;RN)</li> <li>• Training collaborations with external organizations that are leading innovators (Oak Street, Iora, Cityblock)</li> </ul>



# Our Achievements



# Some of our many awards...



Michael Hurchick, DO  
**Excellence in Education**



John Liantonio, MD, MBA  
**Faculty Mentoring**

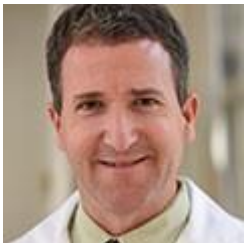


Victor Diaz, MD

- 2022 Al Dia Top Doctor
- 2022 Metro Philadelphia Healthcare Power Players List
- 2023 Algernon B Jackson Faculty Honoree



Mary Stephens, MD, MPH, FAAFP  
**Community Service**



Josh Barash, MD  
**Outstanding Clinician**



Amy Cunningham, PhD, MPH  
**Bowman Early Career Investigator**

**New Board Certification in Obesity Management**  
Cindy Cheng, MD



# The Investiture of Robert L. Perkel, MD

10/13/22

The first Robert L. Perkel, MD Professor of the Humanities and Medicine!



## Philanthropy Update

### *Department Metrics*

- FY22 DFCM Funds Raised to Date- **\$892,461**
- FY22 DFCM Referrals to Date- 10 of 72 patients referred, **~14% to goal**

### *Department Victories*

- Hansjörg Wyss Wellness Center- 60 unique donors, **\$5.38M** to \$6M goal
- The Friends of Robert Perkel Professorship- **\$1.21M** to date
- Geriatric Med/Palliative Care- **\$10,000** gift from the Martin and Nora Salzman Foundation

**reimagine** | The Campaign  
for Jefferson

**\$1B** goal by 2024

**\$ 981M** raised to date

**i'm in**





**Giving Day**

**one day. one purpose. | 4-7-22**

Jefferson.edu/GivingDay // #iminforjefferson

# Primary Care Services

# Practice Demographics

Practice	Annual Visits (Patients) (Cal Year 2021)	# of Active Patients (24M Panel)
JFMA	50256	25418
SPORTS	3420	---
CHA	5504	1692
Navy Yard	10475	5520
South Broad	4597	2881

## Operational Optimization



Primary Care Dashboard



Recruitment for open positions



Creation of a Workflow Reference Guide



Increasing Access and Support for Specialty Services



Increased Utilization of Quick Actions





New patient experience survey in April (PCPCM)



Ongoing work:

- Promoting OnPoint reports (culture of safety)
- Scheduling patient experience trainings (motivational interviewing)
- Phone abandonment rate is improving with standardization and process improvement

HOW WOULD YOU ASSESS YOUR PRIMARY CARE EXPERIENCE?				
My practice makes it easy for me to get care.	Definitely	Mostly	Somewhat	Not at all
My practice is able to provide most of my care.	Definitely	Mostly	Somewhat	Not at all
In caring for me, my doctor considers all factors that affect my health.	Definitely	Mostly	Somewhat	Not at all
My practice coordinates the care I get from multiple places.	Definitely	Mostly	Somewhat	Not at all
My doctor or practice knows me as a person.	Definitely	Mostly	Somewhat	Not at all
My doctor and I have been through a lot together.	Definitely	Mostly	Somewhat	Not at all
My doctor or practice stands up for me.	Definitely	Mostly	Somewhat	Not at all
The care I get takes into account knowledge of my family.	Definitely	Mostly	Somewhat	Not at all
The care I get in this practice is informed by knowledge of my community.	Definitely	Mostly	Somewhat	Not at all
Over time, my practice helps me to stay healthy.	Definitely	Mostly	Somewhat	Not at all
Over time, my practice helps me to meet my goals.	Definitely	Mostly	Somewhat	Not at all

# Diabetes Pathway: an example of team-based care

**Purpose:** Our DM pathway program is a comprehensive way of managing our diabetic population using a team-based approach incorporating clinicians from multiple disciplines

## Who has been referred to the Pathway?

- About 100 patients
- Anecdotally seeing progress as patients get closer to their goals
- Currently working on patient satisfaction surveys and quantitative analysis of patient progress

# Characteristics of goal interprofessional model

- “Unit of production” is the care team, not the provider
- Cost-efficient staffing structure with standardized roles
  - Planned variability based on population and care model
- Capitalizes on value-based opportunities
- Tracks process and outcomes metrics
- Retention, engagement, and well-being of providers and staff

# Jefferson Primary Care Nursing Model

	2022 model (implemented at some sites)	To be implemented
Clinical	<ul style="list-style-type: none"> <li>• Chronic disease management (e.g. diabetes care pathway, warfarin management)</li> <li>• Triage</li> <li>• Medication management</li> <li>• Nursing visits</li> <li>• Patient education</li> <li>• AWVs</li> </ul>	<ul style="list-style-type: none"> <li>• Uniform implementation of high-performance RN roles</li> <li>• Expanded standing orders</li> <li>• Algorithm-driven treatment protocols</li> <li>• Home visits</li> <li>• Transition visits</li> <li>• Remote monitoring</li> <li>• SmartSets to standardize documentation</li> </ul>
Care management	<ul style="list-style-type: none"> <li>• Care coordination based on provider referral</li> <li>• MyChart management</li> <li>• Home care, DME, authorizations</li> </ul>	<ul style="list-style-type: none"> <li>• Protocols to proactively manage risk and avoid utilization (<i>requires data transparency and integrated workflows with pop health team</i>)</li> </ul>
Staff management, training, and back-up	<ul style="list-style-type: none"> <li>• MA training and ongoing education, in process of creating written protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Standardization and uniform implementation of MA training and education to support enhanced role</li> </ul>

# Measuring the success of interprofessional teams

Dimension of success	Examples of metrics
Revenue	<ul style="list-style-type: none"> <li>Revenue metrics (savings, quality, capitation, FFS)</li> <li>Cost structure of interprofessional team</li> </ul>
Utilization	<ul style="list-style-type: none"> <li>Utilization metrics at practice level</li> </ul>
Growth	<ul style="list-style-type: none"> <li>Panel size per provider FTE</li> <li>Risk scores</li> </ul>
Quality, experience, & equity	<ul style="list-style-type: none"> <li>Person-Centered Primary Care Measure</li> <li>Contract-based metrics</li> <li>Access</li> <li>% referrals coordinated with Jefferson providers</li> </ul>
High-functioning teams	<ul style="list-style-type: none"> <li>ACE-15 Assessment for Collaborative Environments/ JTOG</li> <li>Wellness</li> </ul>



PERSON-CENTERED PRIMARY CARE MEASURE  
v 2.1-ENG

Launching April / May 2023

HOW WOULD YOU ASSESS YOUR PRIMARY CARE EXPERIENCE?				
My practice makes it easy for me to get care.	Definitely	Mostly	Somewhat	Not at all
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# Maternal-Child Health and Gynecology



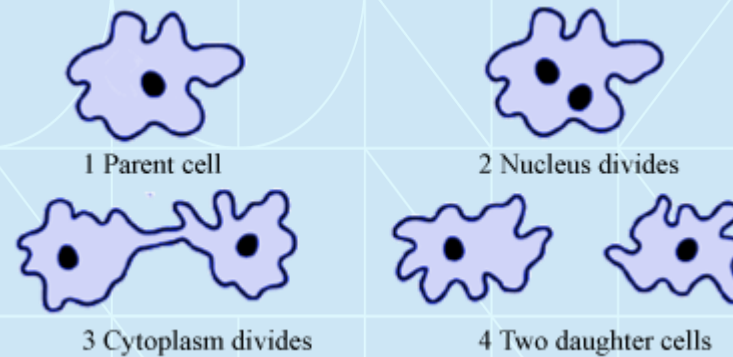
Thanks to all the hard work with patient education provided by JFMA medical assistants and providers we have been awarded the Baby Friendly designation for another 5 years!

# Maternal and pediatric health: Strengthening our full-spectrum practice

- Increased New OB patient volume from improved central scheduling workflows
- Leveraging data reports to identify patients with a positive pregnancy test in our office
- Focus on newborn nursery/pediatric services to Health Partners families
- Community partnerships (SKWC and Wyss) to care for their prenatal patients and newborns in the hospital
- Plans with MATER to absorb primary care of their patients with substance use disorder

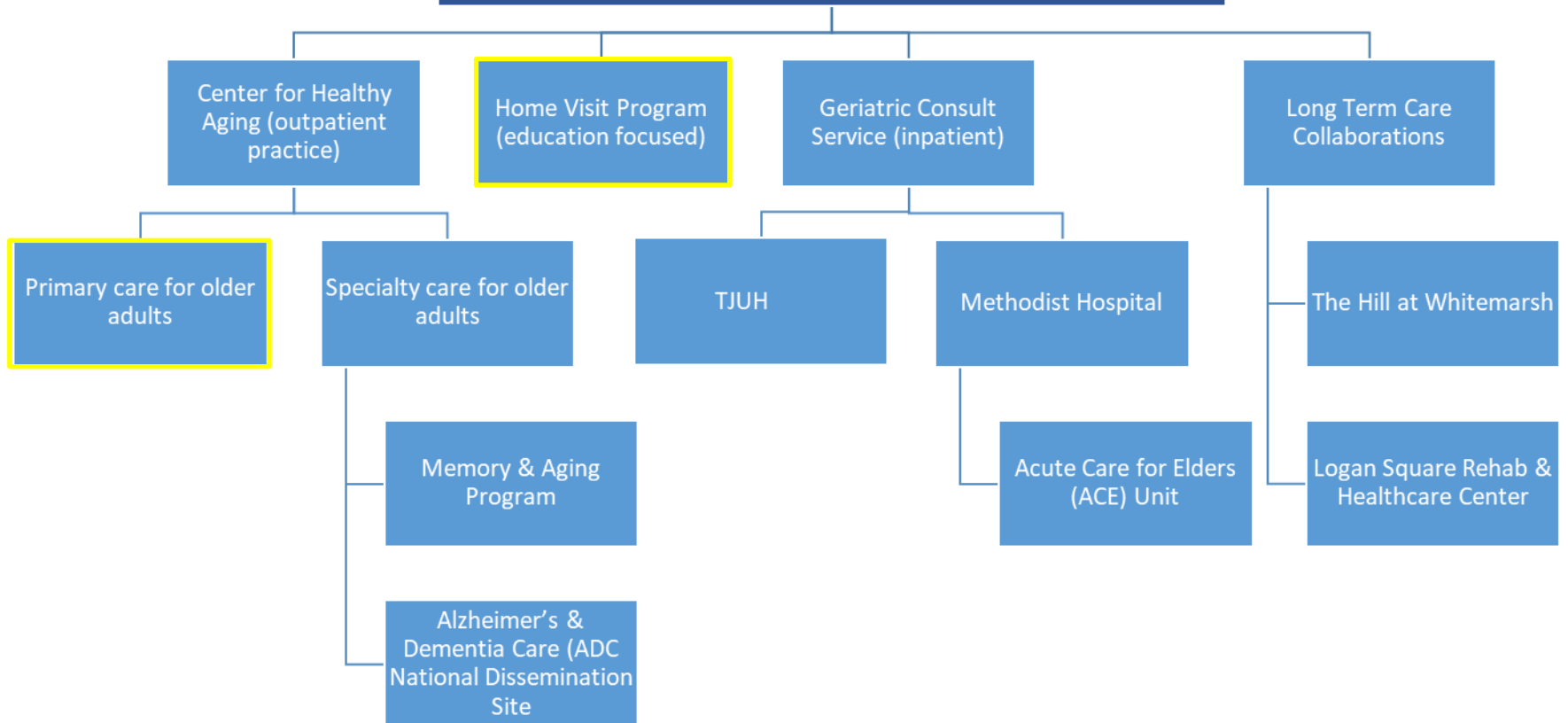


# The Division of Geriatric Medicine & Palliative Care is Now Two Divisions!



# The Division of Geriatric Medicine

# Division of Geriatric Medicine Clinical Programs



# Long-term care collaborations



- The Hill at Whitemarsh  
(Danielle Snyderman,  
MD, Medical Director)



- Logan Square rehabilitation  
and healthcare center  
(Jaja Jarra, MD)



# Geriatrics Fellowship



Dr. Kristine Swartz MD,  
Fellowship Director

Current Fellows

- Lili Flink MD
- Christopher Azzolino MD

Incoming fellows

- Dayna Hovern, MD, Jefferson Palliative Care Fellow
- Beverly Ng, MD, Bryn Mawr FM



# Examples of Geriatric Scholarship and Research

- Dr. Swartz, Co-Chair of TJUH Delirium Committee, launched inpatient Delirium protocol
- Dr. Michael Danielewicz trailblazing LGBTQ+ competent and sensitive care for older adults
  - Plenary speaker at PAMDA Symposium
  - Symposium presenter at AGS
  - Part of both AGS and AHPM's working groups to develop LGBTQ+ competencies for both geriatric and palliative care fellowship programs



# Honors and awards

- Dr. Rownea McBeath -- Faculty geriatrics research Beeson award
- Dr. Kristine Swartz -- American Geriatrics Society (AGS) Tideswell scholar, to improve recognition and treatment of delirium at TJUH as a model for enterprise-wide initiatives.



- Dr. Susan Parks was elected to the Board of the American Geriatrics Society (AGS). This is a national role and honor for Dr. Parks.



- Dr. Brooke Salzman -- Distinguished Fellow in the National Academies of Practice.



# We Show Our Commitment to the Fight Against Alzheimer's by Participating in the Annual Alzheimer's walk at Citizen's Bank





# The Division of Palliative Care

# Palliative Care Programs

Outpatient  
Palliative Care  
Consults

Multidisciplinary  
ALS Clinic

Specialist  
collaborations

Bereavement  
support group

Inpatient  
palliative care  
services

Coming soon!

- Collaboration across enterprise to expand partnerships and for patient services
- Palliative care consultation in subacute and long-term care settings
- Modeling for home-based palliative care services

# Research and Education in Palliative Care

- Palliative care fellowship program
- Publications this year, including on:
  - ALS and advance care planning
  - LGBTQ+ Education for fellows
  - Grief and Bereavement Screening...among many others!
  - 7 posters at AAHPM; 2 posters at AGS
- Multiple grant applications underway as we continue building our research program

# Division of Sports & Exercise Medicine

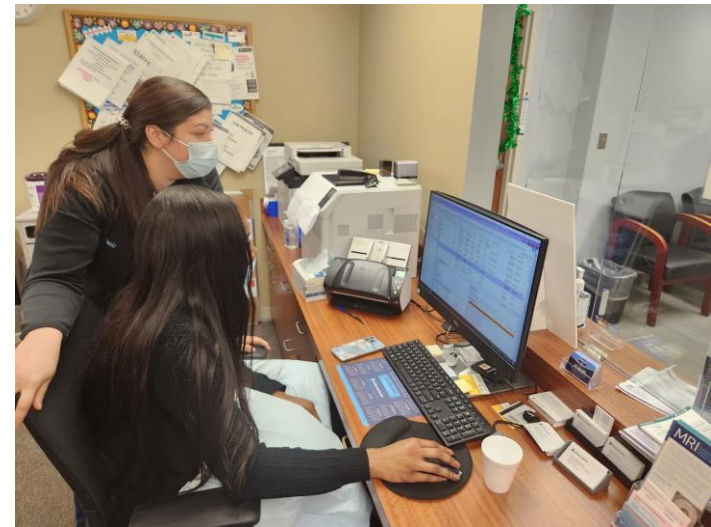
# Sports and Exercise Medicine

- The Team: Drs. Close, Mallow (via Rehab), Marschilok, Okon, and Tingan
- New Division Director!
- Continued growth of clinical practice, education, scholarly work, and community investment
- Continued close collaboration with our partners in rehab medicine, orthopedic surgery, PT/OT, and athletic training



# Sports and Exercise Medicine - Clinical

- 834 Walnut St practice is thriving and growing
- Navy Yard practice has expanded
- New partnerships with Women's Health and Neurosurgery
- Dedicated MSK clinic within JeffHope
- Continued sports partnerships with the Phillies, Jefferson, Villanova, St. Joe's, University of the Arts.
- Expanded involvement in the Penn Relays.
- New involvement in USA Track and Field



# Sports and Exercise Medicine

## - Education



- Wonderful Fellowship Match this year:
  - Dr. Aisha Bowan - OhioHealth/Grant Family Medicine
  - Dr. Chelsea Salas-Tam, MD (homegrown talent)
- Current Fellows are having a terrific year and already setting their sites on the future:
  - Dr. Greta Bires and Dr. Michael Bozzi both actively in the job hunt
- With the support of the DS&EM the department continues to succeed in the sports medicine match
  - Dr. Jake Schutzman- PCSM Fellowship Crozer (in addition to Dr. Chelsea Salas-Tam)

# Sports and Exercise Medicine - Scholarly work

- Continued academic excellence in collaboration with our educational partners
- Peer-reviewed pubs: 11
- Conference presentations: 39
- Other presentations: 13
- Chapters: 4
- Grants: 1





# Jefferson FAB Center for Complex Care

*- For Adolescents & Beyond*

# Jefferson FAB Center for Complex Care

## - For Adolescents & Beyond



- We are celebrating our fourth anniversary this year as well as a name change!

*Left-Right: Co-directors Karin Roseman, LCSW & Mary Stephens, MD, MPH, FAAFP, FAADM, Medical Assistant Aaron Stefanowicz, & Christine Lederer - Clerical Services*

## Meet Katie Orr - Our First FAB Nurse!

Katie will work alongside Dr. Stephens and Karin Roseman, LCSW to provide care coordination and support to our complex patients.

Katie is mom to three kids including twins one of whom, Charlotte, has Down syndrome as well as a younger daughter. Having her daughter with Down syndrome is one of the things that led her to become a nurse and she is excited to be joining the team at Jefferson.



# Jefferson FAB Center for Complex Care

- For Adolescents & Beyond



**We started our PDDC grant!**

New grant award from the Pennsylvania Developmental Disabilities Council

“Increasing Access to Quality Healthcare for People with Disabilities: A Co-Designed Educational Curriculum for Family Medicine Residents”

**Four family medicine residency programs, including our own!**

- Hire persons with disabilities to develop & deliver the program
- Reach over 90 Family Medicine residents across Jefferson

# Grant Kickoff With Subject Matter Experts



# Jefferson Center for Supportive Healthcare

[APPLY](#)

[VISIT](#)

[GIVE](#)

[JEFFERSON ADVANTAGE](#)

[ACADEMICS](#)

[ADMISSIONS](#)

[TUITION & FINANCIAL AID](#)

[LIFE AT JEFFERSON](#)

[RESEARCH](#)

[Departments](#) - [Family & Community Medicine](#) - [Divisions & Centers](#) - [Center for Supportive Healthcare](#)

# Center for Supportive Healthcare

Our vision is a healthcare system that works for everyone!

# Center for Supportive Healthcare

## Innovative Clinical care, research, and policy development

### Co-Directors:

**Lara Weinstein, MD, MPH Dr.PH & Erin L. Kelly, PhD**

Supporting people with mental illness and substance use disorders in accessing the healthcare they need to achieve their own health and recovery goals

# Center for Supportive Healthcare: Clinical programs

- Project HOME Health Services  
FQHC
- Pathways to Housing PA Integrated  
Care Clinic
- JFMA MOUD clinic
- Clinical Addiction Medicine  
Fellowship



# Center for Supportive Healthcare: Research and Policy programs

T32 Jeff MAP Fellowship

Pew Foundation: Mapping the Opioid  
Crisis in Philadelphia

MOUD clinic evaluation

MOUD 2.0 Algorithm Measurement based  
care approach in Primary Care

# Center for Supportive Healthcare: 2022-2023 Publications and Presentations

## Presentations:

- Jaffee, G., Proddutur, S., Chertok, J., Caplan, I., Kelly, E.L., & Zimmerman, H. (2022, April). How to build your own Medication for Opioid Use Disorder (MOUD) Clinic...From scratch! Oral presentation at *Society for Teachers of Family Medicine Annual Spring Conference*. Indianapolis, IN.
- DeLorenzo, O., Worster, B., Kelly, E.L. (2022, April). Racial disparities in the prescription of opioids for chronic noncancer pain. Poster session presented at: AOA Research Symposium. Philadelphia, PA.

## Publications

- Kelly, E.L., Reed, M.K., \*Schoenauer, K., Smith, K., Hill, S., Scalia-Jackson, K., Li, E., & Weinstein, L.C. (2022). A qualitative examination of the functional, social, and emotional impacts of the COVID-19 pandemic on people who use drugs. *International Journal of Environmental Research and Public Health*. 19, 9751-9765.
- Reed, M.K., Smith, K., \*Ciocco, F., Hass, R., Cox, A., Kelly, E.L., & Weinstein, L. (2023). Sorting through life: A mixed methods approach to evaluating patient-important measures of success in a buprenorphine treatment program. *Substance Abuse Treatment, Prevention, and Policy*.
- Lawson, S., Hamilton, A., Lazarus, J., Gill, S., Li, E., Jaffe, G., Weinstein, L., Fidler, S., & Kelly, E.L. (in prep). Evaluation of the development of a medication for opioid use disorder primary care clinic.

# Medical Student Education

# Medical Student Education Updates

## UME Leadership in Family Medicine

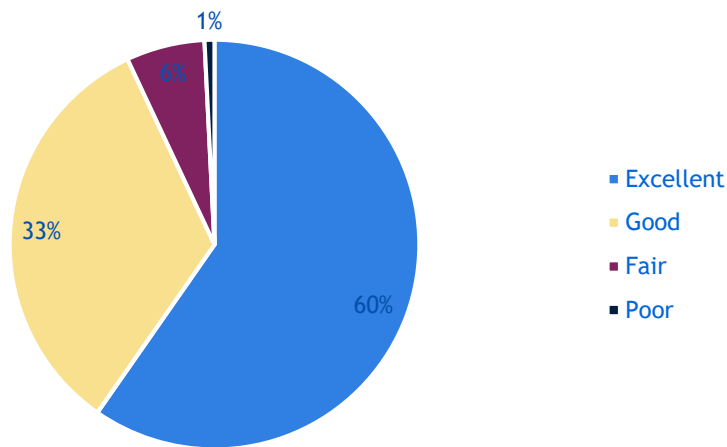
- Marisyl de la Cruz - Vice Chair of Education
- Other continuing leadership roles
  - Barbara Cymring - **Phase 3 Family Medicine Pathway and Director and Family Medicine Interest Group (FMIG) Advisor**
  - Gregory Jaffe - co-director for **Scholarly Inquiry: Population Health Research**
  - Cindy Cheng - **Associate Director for Scholarly Inquiry: Clinical & Translational Research**

## JeffMD Faculty

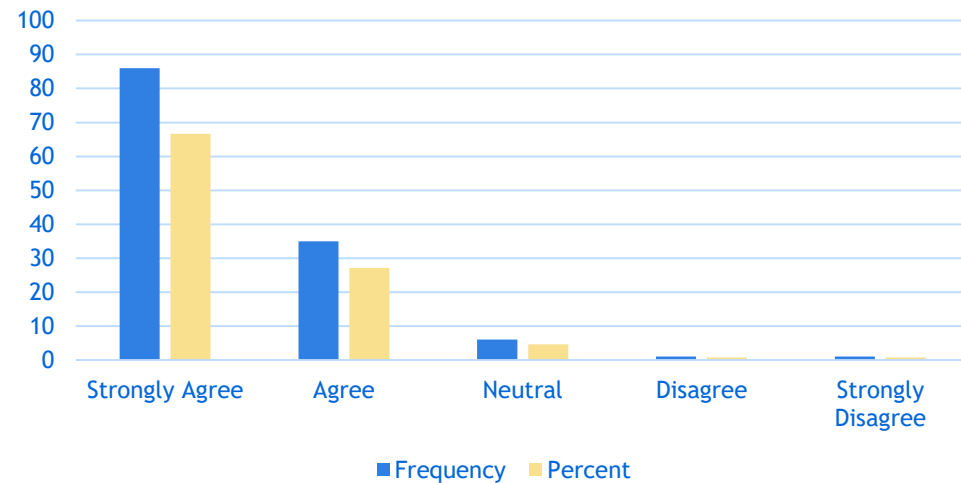
- **10** clinical skills small group leaders
- **4** skill observation and reflection group leaders
- **8** Scholarly Inquiry project mentors
- **5** case-based learning facilitators

# Clerkship Evaluations 2022-23 2<sup>nd</sup> Quarter

How would you rate this clerkship experience? (N=129)

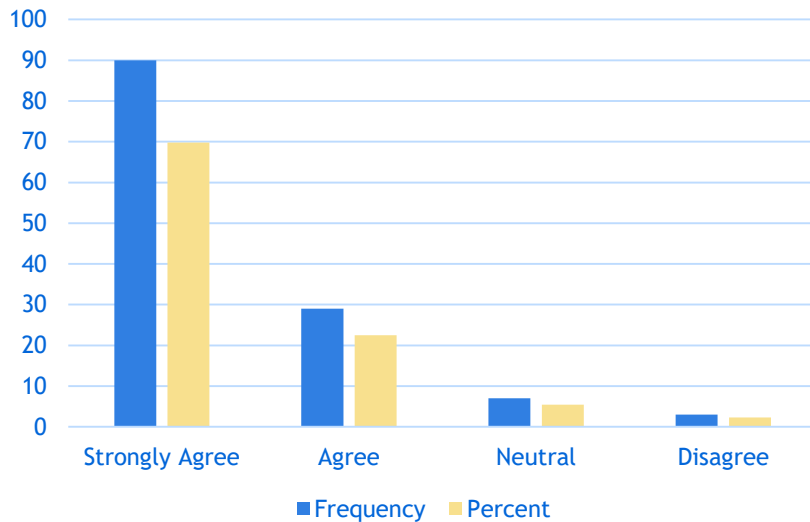


Regardless of my future career, this clerkship positively affected my perspective of this field (N=129)

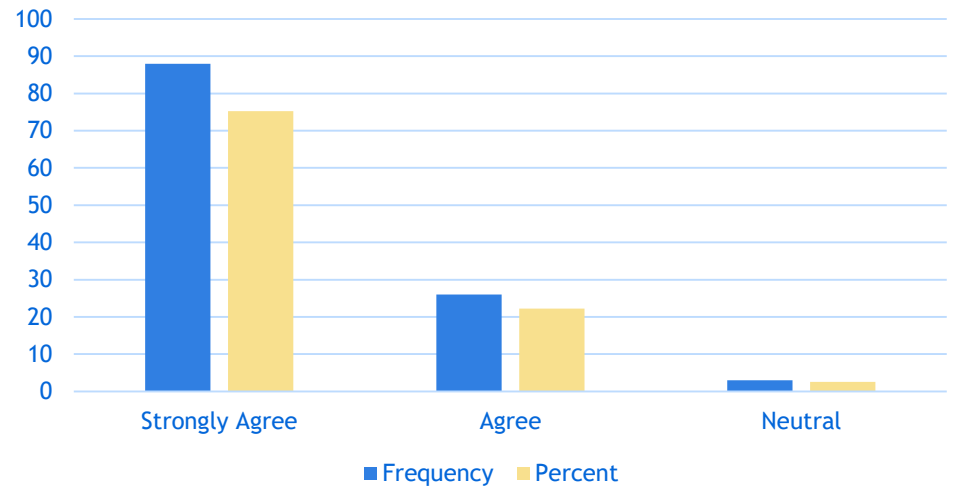


# Clerkship Evaluations 2022-23 2<sup>nd</sup> Quarter

I received valuable teaching on patient care by attendings (N=129)



I received valuable teaching on patient care by residents (N=117)



# Medical Student Education by the Numbers

264 completed Family Medicine clerkship

168 fourth year students who took a course/elective in our department

34 in PSAP

26 in the Urban Underserved Program

48 students working with DFCM researchers

- 10 Scholarly Inquiry
- 6 MD research elective
- 30 volunteer/other research
- 2 capstone (MPH)

# A pipeline to the future of family medicine

**35 students** in the Family Medicine Interest Group (FMIG)

Stay tuned for ways to help increase FM interest among students

**18** in the FMIG mentoring program last year

Working on this year's mentor-mentee pairs

Thanks to all the faculty who volunteered their time!

**22** in FM Pathway graduate this year

Match Day is March 17<sup>th</sup>!



# The 2023 STFM Medical Student Education Conference: 1/26-29/23 in New Orleans, LA



## Marisyl de la Cruz

### 2022 Society of Teachers of Family Medicine (STFM) Research Paper of the Year



ORIGINAL  
ARTICLES



## Curricular Recommendations for a National Family Medicine Subinternship: A Qualitative Analysis From Multiple Stakeholders

María Syl D. de la Cruz, MD; Tomoko Sairenji, MD, MS; Sarah E. Stumbar, MD, MPH; Dolapo Babalola, MD; Alexander W. Chessman, MD

**BACKGROUND AND OBJECTIVES:** The 2011 Alliance for Clinical Education panel recommended the development of a specialty-specific curriculum for all subinternships (sub-Is). A 2019 CERA survey found that 58% of family medicine clerkship directors agreed that a standardized curriculum would be helpful. The goal of this study was to explore attitudes and preferences regarding a national family medicine sub-I curriculum among a broad set of stakeholders.

**METHODS:** Focus groups were conducted with medical students, residents, residency faculty, and undergraduate medical education faculty at the 2020 STFM Conference on Medical Student Education. Focus groups were transcribed, and a qualitative analysis was conducted with participants' responses about the benefits and characteristics of a family medicine sub-I, recommendations for core sub-I skills/objectives, likelihood of using a national curriculum, and preferred student and program evaluation methods.

**RESULTS:** There were four focus groups with a total of 24 participants. The following main themes emerged: the family medicine sub-I has distinctive characteristics from other sub-Is and provides unique benefits for students and residency programs, a standardized curriculum should allow for adaptability and flexibility, and the sub-I evaluation for the students and program should be specific and experience-focused. These themes were classified into specific subthemes.

**CONCLUSIONS:** The stakeholder emphasis on themes of uniqueness, patient-

Medical Student Education in Pediatrics, and the Association of Pediatric Program Directors developed sub-I guidelines for internal medicine and pediatrics, respectively.<sup>2,3</sup> The Society of Teachers of Family Medicine (STFM) has developed multiple iterations of a National Clerkship Curriculum—a renewable, web-based, peer-reviewed resource for the third-year core clerkship—but there is not yet a national standard for the sub-I rotation.<sup>4</sup>

In previous studies, residents and faculty identified the sub-I as one of the most important rotations to prepare a student for internship.<sup>2,5,6</sup> Specifically, the family medicine sub-I would prepare students to be interns by fostering progressive responsibility for patient care, solidify core skills, and pro-

# Residency Education



# JEFFERSON FAMILY MEDICINE



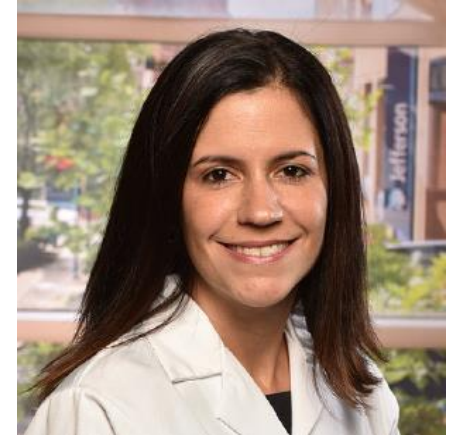
# 2022-2023 residency advances

- Creation of 4-year MPH Residency Program
- Integration of POCUS curriculum into resident conference
- Expanded Areas of Concentration for PGY2 and PGY3
  
- Full day experiences at Wyss Wellness Center
- Dedicated Stephen Klein/Project Home experiences for PGY1
  
- Jefferson FM Program Director Collaborative
- International academic exchange with Rome

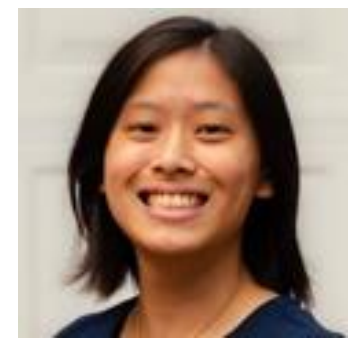
## Two new residency faculty:

Dr. Jaja Jarra

Dr. Ivel Morales



# PGY3—Where are they going?



Natalie: Community Health Centers of Burlington, VT  
Hannah: FAB Center fellow (TJU)  
Catherine: Research fellow (TJU)  
Yael: Outpatient community practice  
Tiff: POCUS fellow (Penn)

Amy: Exploring FQHC opportunities  
David: Exploring hospitalist/fellowship opportunities  
Chelsea: Sports fellow (TJU)  
Jake: Sports fellow (Crozer)  
Kate: Community Health Fellowship at Harbor-UCLA

# Residency Program: Recruitment

- Applications received - 1025: 403 (US schools)
- Total # of US medical schools - 163 (42 U.S. states)
- Total # of interviews - 139 completed (all virtual)
- URM % selected interviewed - 40 / 139 (29%)

**MATCH DAY: MARCH 17<sup>TH</sup>!!!**

# Congrats and Thank you!!!

- Thank you to our retiring chiefs: Kate and Hannah



- And congrats to our new chiefs: Rachel and Kelly





# Jefferson Center for Interprofessional Practice and Education (JCIPE)

# Jefferson Center for Interprofessional Practice and Education (JCIPE) Update

- JCIPE continues to be a national leader under the leadership of Co-Directors Brooke Salzman MD and Amber King PharmD
- In the Jefferson New Student Survey, students identify the **“opportunity to learn about, from and with students in other healthcare professions”** among the top 10 reasons why they chose to attend Jefferson
- with 16% ranking interprofessional education as their first, second, or third top reason to attend Jefferson!

# What does JCIPE do?

- **Health Mentors Program** includes >1,600 students per year from 12 different health professions, partnering student teams with volunteers in the community with chronic illness
- **TeamSAFE, Introductory:** Team Simulation and Fearlessness Education, adapted from TeamSTEPPS, reaches >1,200 students per year from 11 different health professions to teach communication and teamwork skills

# JCIPE Programs

- **Jefferson Student Interprofessional Complex Care Collaborative** (formerly known as Student Hotspotting) pairs small teams of interprofessional students with patients with complex health and social needs, with 15 Jefferson teams
- **Team Care Planning:** ~300 students participate in simulations of a family meeting or discharge planning meeting
- **Interprofessional Palliative Care Program:** 40 students, DCFM Palliative Care Fellows serve as faculty facilitators!

# JCIPE Programs

- **Virtual Reality Simulation Education**
  - AVIT (Alzheimer's Virtual Interprofessional Training) - piloted at The Hill with Dr. Snyderman
  - ESHP (Enhancing Services for Homeless Populations)
- **ECHO (Extension for Community Healthcare Outcomes)**
  - ECHO MOUD: Partnered with Project Home
  - ECHO Integrated Behavioral Health: 80 attendants from across 12 clinical sites and 10 different health professions
- **Community Voices**
  - New monthly series featuring conversations with community members about their lived experience facing issues such as addiction, racism, homelessness, etc. and their interactions with the healthcare system

# JCIPE

- Josiah Macy Jr Foundation Grant: *Learning to Practice Collaboratively for the Benefit of Patients with Complex Care Needs*, Co-PIs Brooke Salzman, MD and Tracey Earland, PhD, OTR/L, 2020-2023
- Awarded the ***Creativity of Practice and Education Award*** for the 3C's: Complex Care Curriculum team, National Academies of Practice, Transforming Interprofessional Healthcare, 2022



# Community Medicine



# DFCM Contributions to Community Plan

Access to Care	Care Navigation	MH & SUD Care
Wyss Center FAB Center	JFMA Care Mgt nurses & Social Workers	Integrated Beh Health Psych e-consults pilot
Project HOME Pathways to Housing & Hub of Hope	Community Resource Directory (JeffHOPE) & TJUH Find Help platform	MOUD clinic for JFMA patients
JFMA	<b>Chronic Disease Care &amp; Prevention</b>	Expansion of MOUD to additional training sites
JeffHOPE shelter clinics Refugee Health	JFMA Pop Health outreach	ECHO learning groups (IBH, MOUD)
Community Engagement students (health fairs), faculty service	Lung, Colorectal Cervical, Breast cancer screening	



# SKMC rural Physician Shortage Area Program (PSAP)

- PSAP 2023 = 13 new doctors for rural America
  - 13 students accepted for the coming year
  - Newly redesigned 4<sup>th</sup> year community preceptorship elective approved by SKMC, includes 3 rural primary care sites
  - Invited commentary in *Academic Medicine*
  - Featured as a model program on *Rural Health Innovation Hub* and *Rural Monitor*
- 
- Brianna Kunes (PSAP '23) -- Student Family Medicine Primary Care Research Award by the North American Primary Care Research Group (NAPCRG) for her work with Allison Casola
  - Elizabeth Klingensmith (PSAP '24) -- PAFP Research Day Award on Rural Primary Care recruiting incentives



**P.S.A.P.**



**Serving our communities, big and small**

# JeffHOPE

- >2000 annual encounters at 5 care sites
- New Women's Clinic at Prevention Point
- First annual Directors' leadership retreat
- Jose Medina -- new assistant faculty advisor
- Shout out to Jeff Fam Med resident volunteers, Rich Faulkner, Courtney and Mary in Finance



# Jefferson Center for Refugee and Immigrant Health: Wyss Wellness Center

## By the numbers...since opening 4/2021

- Individuals seen: 2559
- Total visits: >4000
- # Languages represented: 40
- Uninsured + medicaid rate: 63%
- # SDOH screens: 393
- COVID vaccines provided: 6500+
- More than 50% of the Afghan refugees who resettled in Philadelphia came to the Wyss Wellness Center

## Plans to expand our reach...stay tuned

## More than just numbers

- Onsite services include:
  - Wills Eye free clinic 2x/month
  - Jefferson mobile mammogram van
  - Fresh fruit and vegetable distribution
  - Learning site for medical, nursing, PT/OT and pharmacy students and residents
  - Legal services starting this month
- Working with local agencies to serve the Ukrainian refugees and Latin American asylees from Texas
- Participated in application for Philadelphia to be named as an official Welcoming City (only 18 in the US)



# Research



# Research Organization Structure

- **Randa Sifri, MD:** Director of Research, Research Fellowship Director
- **Amy Cunningham, PhD, MPH:** Associate Director of Research, Postdoctoral Fellowship in Health Services Research Director
- **Chris Chambers, MD:** Director of Clinical Trials
- **Lara Weinstein, DrPH, MPH:** Director, JeffMAP Postdoctoral Fellowship
- **Erin Kelly, PhD:** Co-Director, JeffMAP Postdoctoral Fellowship
- **Allison Casola, PhD, MPH, MCHES:** Assistant Director of Research & Senior Research Investigator
- **Richard Faulkner:** Research Administrative Assistant/Coordinator
- **Mary Duffin:** Business Manager
- **Emmy Stup:** Department Administrator

## Research Support

Melanie Chalfin, MPH



Ava Darby, BS



Kaitlyn Davis, MS, MPH  
(trials)



*William Leach,*  
(trials, project manager)

Brooke Mauriello, MPH



Dhruvi Shah, MPH

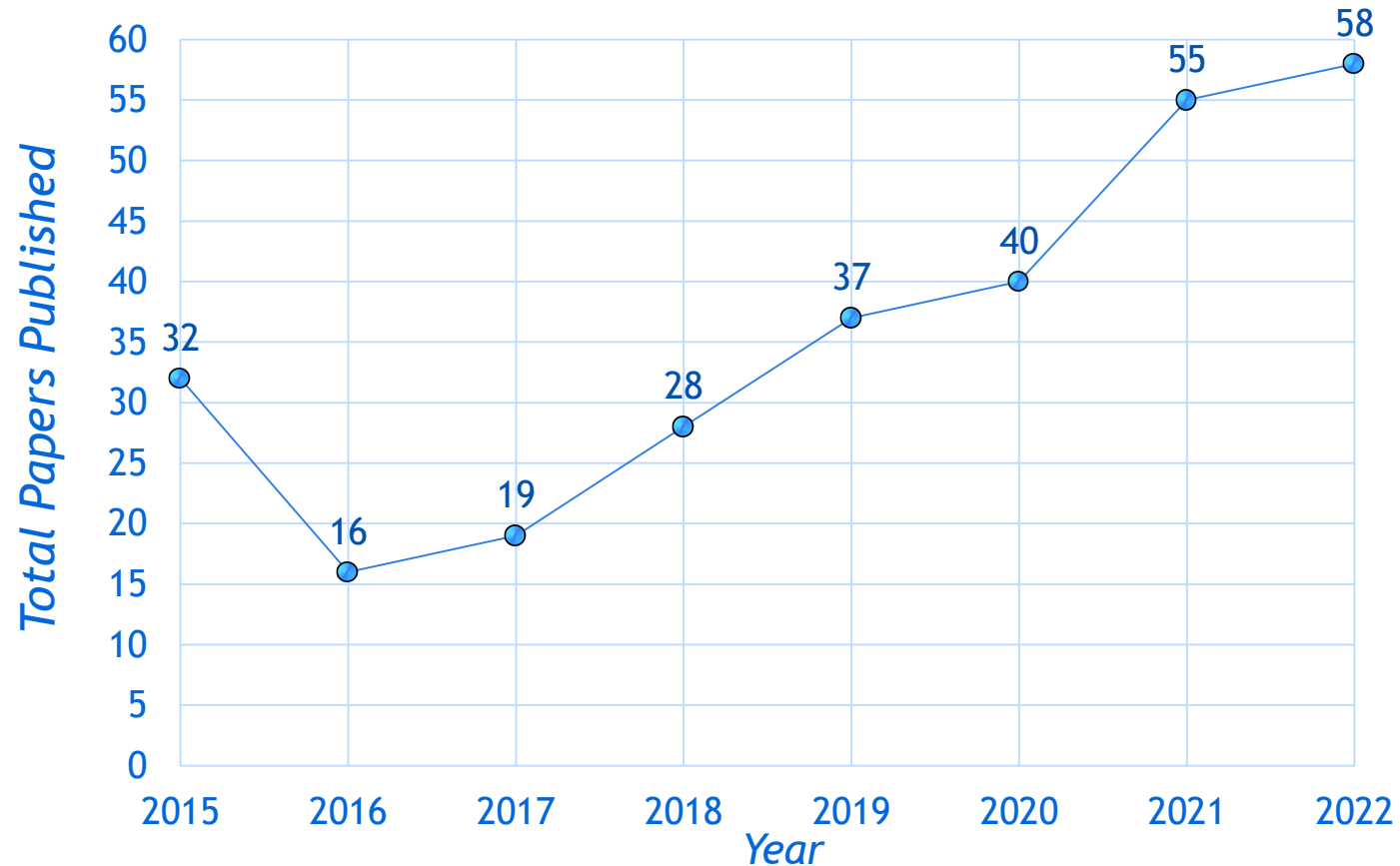


# Clinical Trials

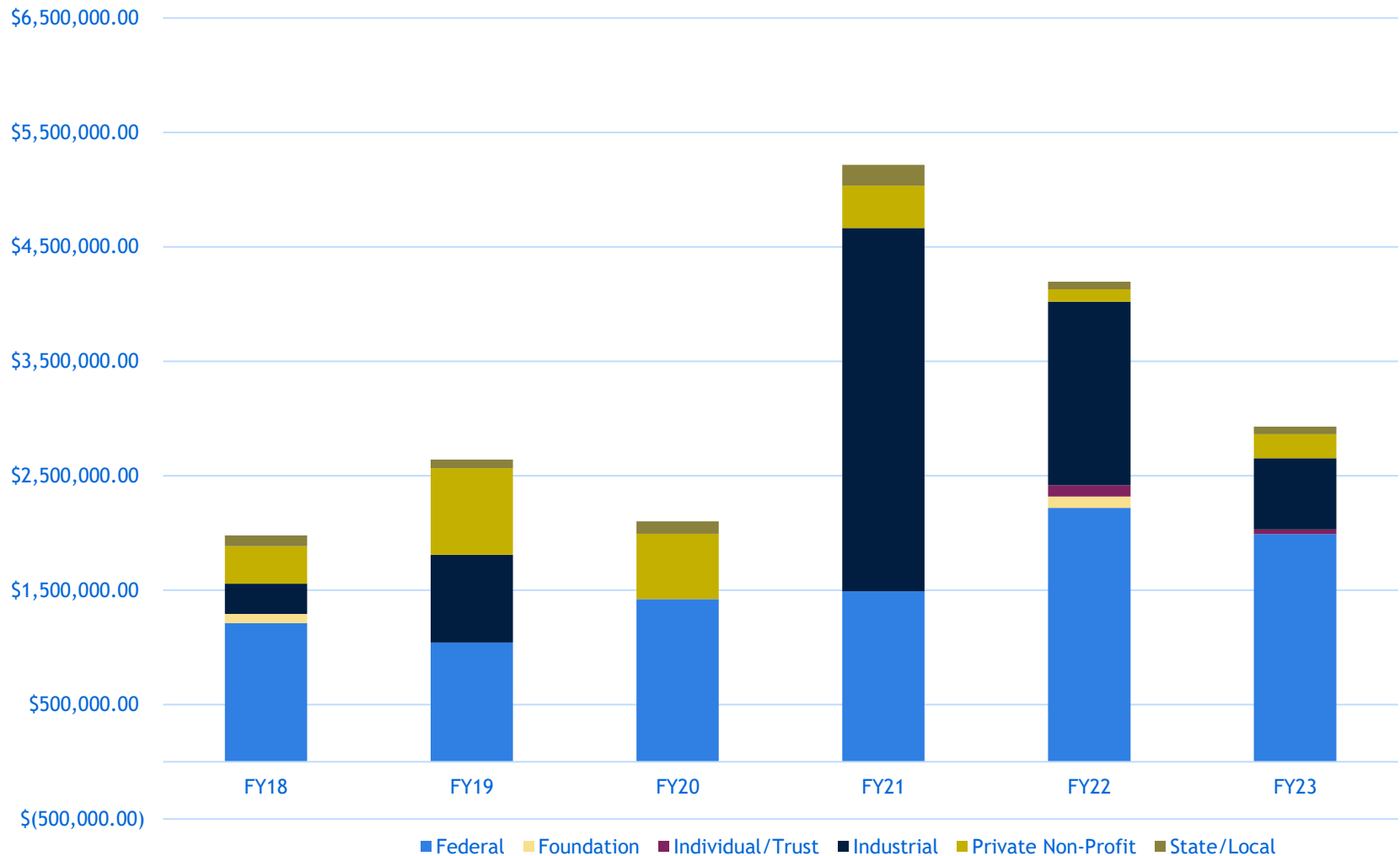
- **HPV Vaccine and COVID Vaccine Concomitant Administration Trial (Merck/ Moderna)**
  - Phase 3 study of concomitant administration of Merck's HPV vaccine and Moderna's COVID vaccine in boys and girls 9-11 who are naïve to both vaccines
  - Projected to close Spring 2023
- Working in conjunction with SKCC to establish a cancer screening learning community and a primary care research network
- **Lean Into the SOAR Initiative (Exact Sciences)**
  - Pilot study of patient and provider receptivity both to a Multi-Cancer Early Detection blood test and to participation in an MCED clinical trial
  - Surveys to providers at Jefferson & phone interviews with patients
- **Screening Of All comeRs (SOAR) (Exact Sciences)**
  - Trial to assess Multi-Cancer Early Detection screening test
  - Temporarily on pause from the sponsor
- Exploring other options to continue to contribute to Multi-Cancer Early Detection research

# Increasing Number of Publications Per Year

## Papers Published, 2015-2022



# Grant funding FY 2018 - FY 2023 YTD





# What areas did we publish in 2022?

Topic Area	Number of Papers
Women, Maternal, and Child Health	10
Primary Care Practice Management and Team Wellness	8
Palliative Care	7
Addiction and Serious Mental Illness	7
Medical Education and Training	6
Health Services Research	4
Academic Medicine, Faculty Development and Retention	4
Refugee and Global Health	3
Geriatrics	2
Integrated Community Health	2
Chronic Care Management	2
Disability Health and Complex Care	2
Cancer Screening and Prevention	1
Sports Medicine	0
	<i>Total = 58</i>

*Of the N=58 papers published,  
n=21 had a trainee (student, resident, fellow) co-author (36%)*

# 2022 Student and Trainee Accomplishments

## Brianna Kunes, MS-4 & PSAP Student

*NAPCRG Student Family Medicine  
Primary Care Research Award*



## Trainees by the Numbers

*Overall, N=98 students or residents reached out to us. Trainees that completed work with us:*

- Student Research
  - N=15 Scholarly Inquiry
  - N=20 Volunteer Research
  - N=21 MS-4 Elective
  - N=8 Summer Research
- Resident research
  - N=2 Elective or Volunteer

# Where did we present our work in 2022?

*N=48* oral and poster presentations in 2022, across *k=19* conferences

- AAFP Women's Health Livestream
- Annual Assembly of Hospice and Palliative Care
- American Geriatric Society Annual Meeting
- American College of Osteopathic Family Physicians Annual Convention
- American Medical Society of Sports Medicine Annual Meeting
- American Society of Preventive Oncology
- Academy Health
- AOA Research Symposium
- Bureau of Health Workforce All Grantee & Stakeholder Meeting
- College of Physicians of Philadelphia Public Health and Preventive Medicine Poster Session
- Jefferson Department of Medicine Disparities Summit
- European Congress of Qualitative Inquiry
- Kempe Center International Virtual Conference: A Call to Action to Change Child Welfare
- North American Primary Care Research Group Annual Meeting
- Pennsylvania Academy of Family Physicians Research Day
- Society for Social Work and Research Conference
- Society of Teachers of Family Medicine
  - Annual Meeting
  - Conference on Medical Student Education
- Teaching Prevention 2022: Pivot with Purpose to Build a Healthier Future

*Of the N=48 presentations,*  
*n=20 had a trainee*  
*(student, resident, fellow)*  
*co-author (42%)*

# Research and Postdoctoral Fellowships

- **Research Fellowship**

- 40th year anniversary of the research fellowship; celebrated with a fundraiser in October, 2022
- Leadership:
  - Randa Sifri, MD: Fellowship Director
  - Amy Cunningham, PhD, MPH: Associate Fellowship Director
  - Howard Rabinowitz, MD: Fellowship Faculty
- Current Fellow:
  - Alexa Waters, MD
    - Focus Area: Chronic Disease Management and Prevention

- **JeffMAP Postdoctoral T32 Fellowship**

- HRSA-funded
- Leadership:
  - Lara Weinstein, DrPH, MPH
  - Erin Kelly, PhD
- Current Fellows:
  - Jacelyn Biondo, PhD, BC-DMT, LPC
  - Meghan Gannon, PhD, MSPH
  - Rachel Ludeke, PhD, LMSW
  - Shane' Gill, PhD, LPC

# SAVE THE DATE!

**2023 DFCM Poster Session**

Wednesday May 17, 2023

7:45 am - 9:15 am

Hamilton Hall 4<sup>th</sup> Floor



# Social Justice, Inclusion, and Health Equity

[DFCM\\_Diversity@jefferson.edu](mailto:DFCM_Diversity@jefferson.edu)

**WE STAND UNITED**  
AGAINST RACISM AND INJUSTICE



# Diversity, Inclusion & Social Justice

## Family & Community Medicine

Chair's Message

- Diversity, Inclusion & Social Justice +
- Residency +
- Fellowship Programs +
- Medical Student Education +
- Research +
- Division of Geriatric Medicine & Palliative Care +
- Community Health +
- Faculty & Leadership +

## About Us

The Department of Family and Community Medicine (DFCM) was founded with a mission to provide the best possible care to our patients and to train an outstanding new generation of family physicians.

To do this successfully, it fundamentally requires dismantling the biases and injustices impacting our teams, patients, and the communities we serve. Health cannot be optimized while members of our community are impacted by racism and discrimination. Addressing these, intentionally and explicitly, must be and is part of our mission.

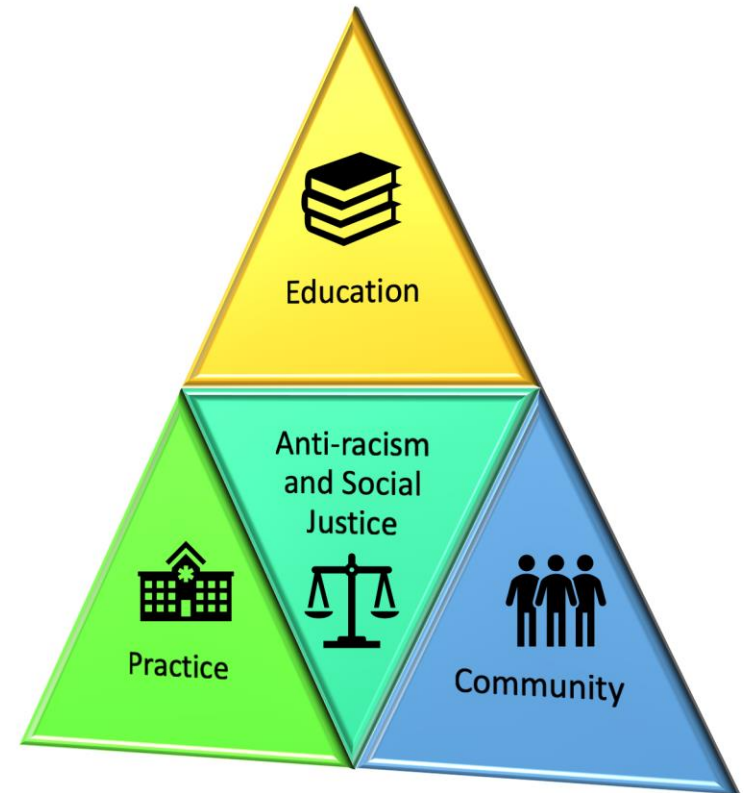
As a department, we have committed to continuous self-development and action towards justice, equity, and health equity. We



*Krys E. Foster, MD,  
MPH, FAAFP;  
Director, DFCM  
Diversity, Inclusion  
& Social Justice*

# Objectives

- To increase awareness of racism, diversity and inclusion issues affecting our Department, patient populations and community
- To identify and prioritize interventions that can increase Department responsiveness to racism, diversity and inclusion issues
- To develop a strategy and actionable steps that assures a Departmental commitment to social justice, health equity, diversity and inclusion





# Lecture Series for Social Justice, Inclusion and Health Equity!

- Kicked off informally via Grand Rounds lectures
- Formal launch of series in Spring 2022!
  - June 2022 - “Why Can’t We Have Nice Things? Race & Pharmaceuticals in the US” (Dr. Utibe Essien)

Upcoming Speaker for SJIHE Lecture Series:  
Dr. Marcella Nunez-Smith, MD, MHS

May 10, 2023

8:00AM - 9:30AM

SAVE THE DATE!!!

The Department of Family & Community Medicine

presents the

## Social Justice, Inclusion & Health Equity Grand Rounds Series

“Why Can’t We Have Nice Things:  
Race & Pharmaceuticals in the US”



Utibe R. Essien, MD, MPH

Assistant Professor of Medicine  
University of Pittsburgh, School of Medicine  
Core Investigator, Center for Health Equity  
Research & Promotion  
VA Pittsburgh Healthcare System



# Other Updates

- Krys Foster and Danielle Snyderman continue efforts as a part of STFM’s Antiracism Collaborative
- SJIHE “IDEA” (Inclusion, Diversity, Equity and Antiracism) Library AVAILABLE! Please check out titles and consider contributing :)
- Continued Departmental learnings and workshops, including several invited speakers on topics related to DEIA.
- Continued efforts in Diversity and Recruitment in Hiring and inclusion of guest lecturers.



# 50 years of bounding forward



- Enterprise strategic alignment
- Leveraging value-based payment mechanisms
- Advancing health equity
- Interprofessional care
- Interprofessional education
- Bringing expertise to scale
- University level structures for health systems research and education