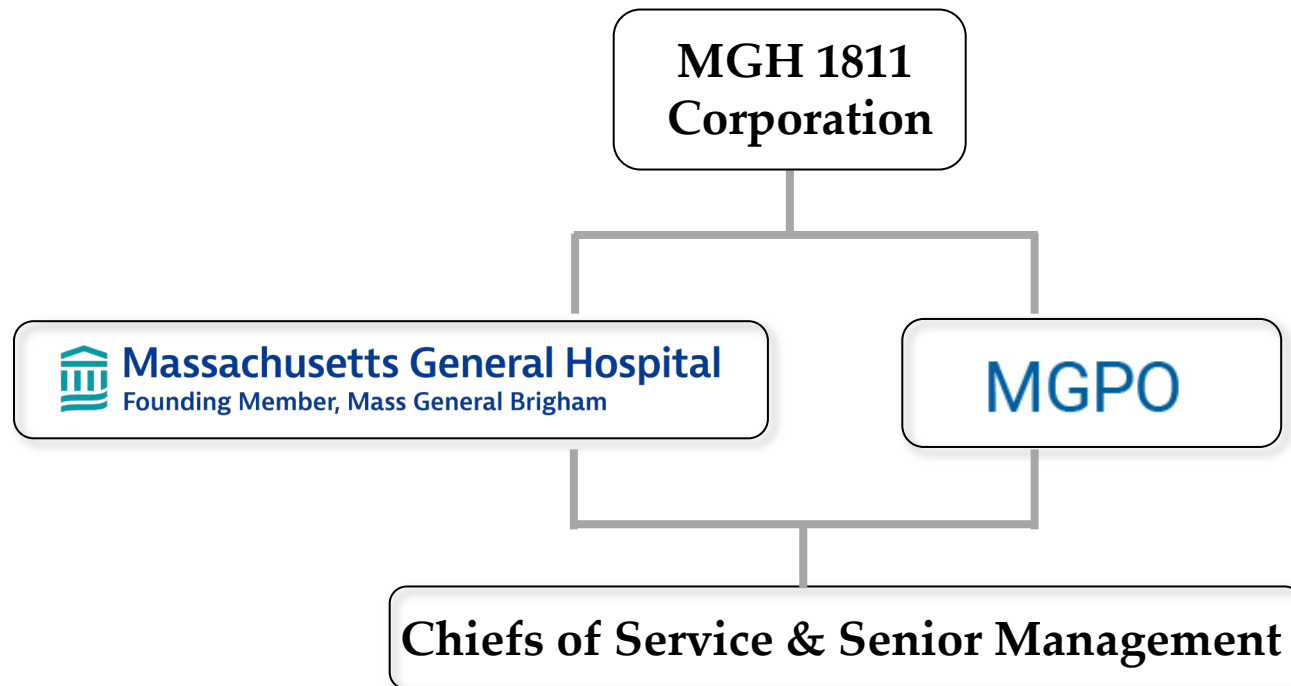


MGPO Overview



MGPO Organization and History



Formed in 1994 from 3 existing MGH physician groups

A 501(c) (3) charitable corporation; subsidiary of the 1811 Corporation

Governed by a Board of Trustees:
Half lay, half MDs

3,300 physicians (with at least some clinical activity)



MGPO Committee Structure

MGPO Board Committees	Joint MGPO/MGH Board Committees	MGPO Management Committees
Compensation & Personnel Practices	Nominating & Governance Committee	MGPO Executive Committee (POEC) ★
Clinical Performance & Contracting (CPCC) ★	Leadership	Frigoletto Committee on Physician Well-Being ★
	Quality of Care	

- ★ **Annual Elections Process**
- MGPO elections are held each year to fill vacant physician seats on the MGPO Board of Trustees, CPCC, POEC and the Frigoletto Committee. Non-chief elected members of POEC appoint a Physician Nominating Committee. The Physician Nominating Committee produces a ballot that is voted on by full-time members of the MGPO. In parallel to this process, the Chiefs Council elects chief representative for these committees.



MGPO Physicians

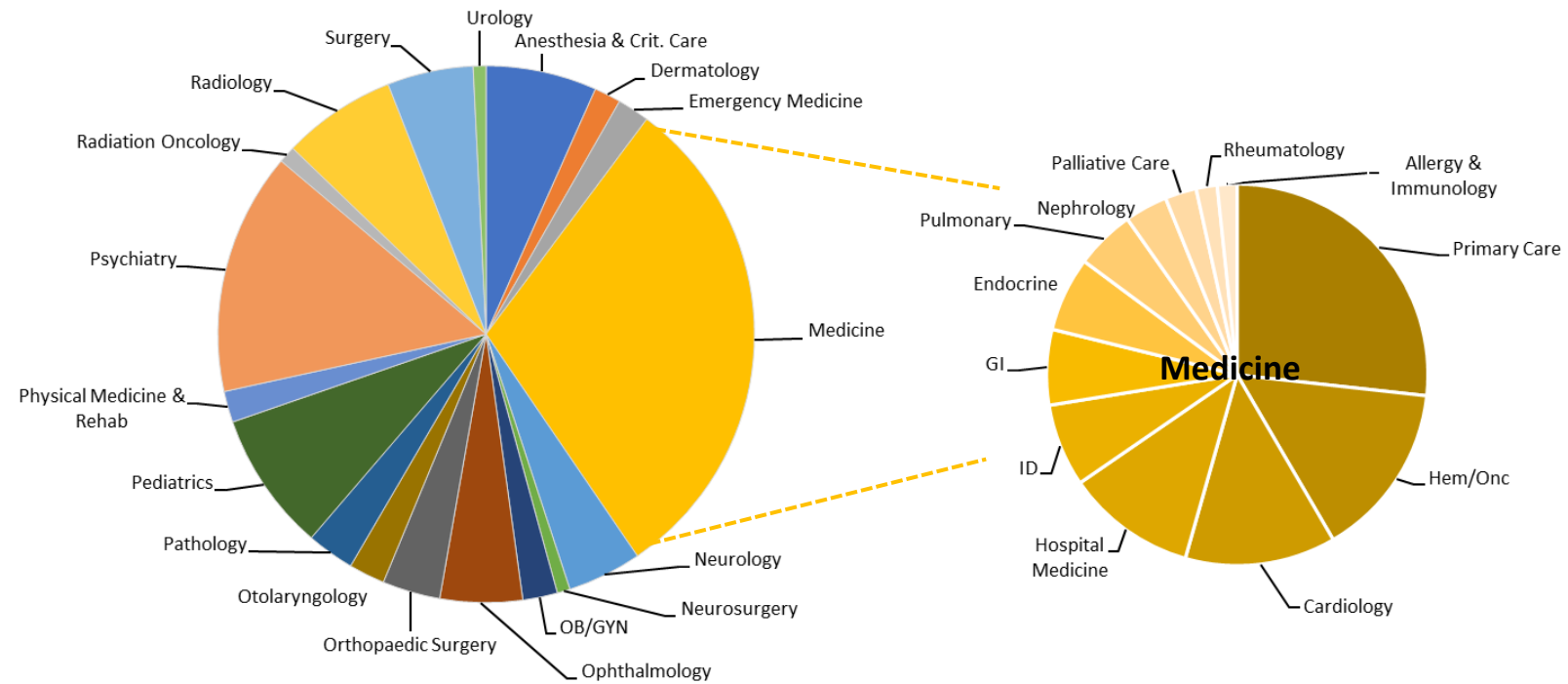
Practice Model

- Primarily an employed physician model
- < 50 private practice MDs

Demographics

- PCPs ~ 340
- Specialists ~ 2,900

MGPO Participating Physicians by Clinical Department



Demographics	1995	2000	2010	2014	2018	2020	2021	Bureau of Labor Stats 2020 National
MGPO Physicians	936	1733	2376	2752	3027	3220	3315	
% Female	27.3	30.4	37.8	41.8	45.1	46.0	46.9	40.6

Access and Navigation: Ambulatory Transformation



		ACD	PO	Both*
MGH Ambulatory Practices	447	28%	63%	9%

*Practices may be primarily ACD but Resident/Fellow practices are listed as MGPO



Workplace Experience: Relieving Burnout-Frigoletto Committee

- 50% of MGPO physicians experience symptoms of burnout (2021)
 - Female physicians have higher burnout than males ($p < 0.001$); PCPs have higher burnout than other specialties ($P < 0.001$)
- Clinical note documentation, patient related messages, and the prior authorizations were reported as the three most burdensome daily tasks
- 43.5% of physicians who indicated they were planning to leave in 2019 were observed to have left by 2021*
 - Of those physicians, compensation, advancement opportunity, and professional environment were the top reasons given for intent to leave.

Initiatives to reduce administrative burden and relieve burnout are led by the **Frigoletto Committee on Physician Well-Being**, a subcommittee of the MGPO executive committee (POEC)



The Frigoletto Committee was chartered by the MGPO to identify, evaluate, prioritize and offer suggestions to the MGPO Executive Committee for immediate and longer-term remediation of the administrative burden and other factors contributing to physician burnout within the MGPO.



The goal of this work is the restoration of meaning and joy in the practice of medicine at the institutional, practice and physician levels, including the career development and individual well-being.

1

Educate and Increase Awareness

Town Halls
Curbside consults
Listening sessions
Frigoletto newsletters

2

Build Community

Connectivity events
Department-level initiatives
Mentorship programs
Individual grant program

3

Engage Leadership

Establishment of Frigoletto Committee on Physician Well-Being
Regular communications with department chiefs

4

Improve Workplace Environment

Admin Burden Relief Initiative
[WeSolve](#) Stupid Stuff Campaign



Population Health Initiatives

Primary Care

Primary Care quality/ Pop Health Coordinators

Integrated Care Management Program (iCMP) and iCMP PLUS

Diabetes education and mgmt

E visit, Virtual Visit

Social determinants screening

Medicaid ACO Program

Shared Decision Making

Risk capture

Variation reporting

PROMs

Care-in-network

Primary-Specialty Care

E Consult

Behavioral Health Integration

Medicaid ACO Community Partners program

Medicaid ACO ED Navigator program

Shared Decision Making

Care-in-network

Specialty

Enhanced Recovery After Surgery (ERAS)

Diabetes Self Management Education (DSME)

AMI/PCI Readmissions Reduction

Shared Decision Making

E visit, Virtual visit

Social determinants screening and response

Risk capture

Variation reporting

PROMs

Care-in-network

Site of care

Home Based/Care Continuum

SNF 3 day rule waiver

Transitional Care Management in SNFs

Home Hospital

Serious illness conversations*/Hospice care

Pediatric asthma coach home visiting program

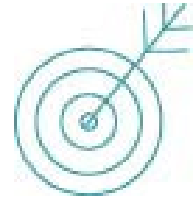
Recovery Coach program

Continuous Care Initiative

Home-based palliative care



Physician Compensation and Professional Billing



Compensation

We continue to improve our compensation analysis to ensure new and current physicians receive competitive packages. Physician compensation includes cash compensation (base salary, MGPO Quality Incentive Program and other incentive payments, and bonuses) with contributions to retirement programs, employee benefits, and malpractice insurance.

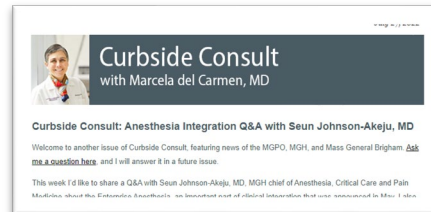
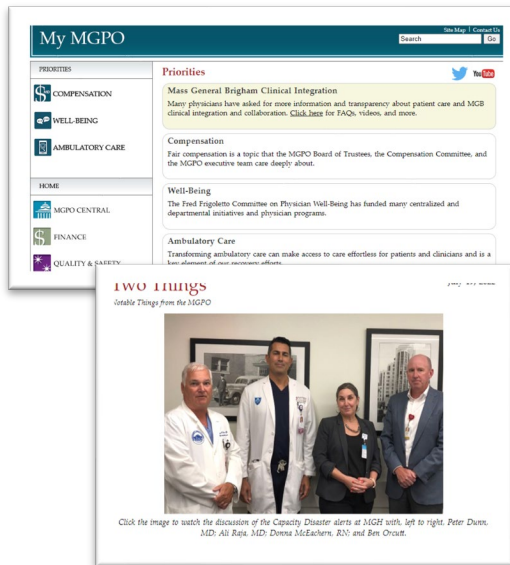
- **MGPO Finance group.** This group advocates for physicians in the MGPO and BWPO in funds flow and target development and it supports the Academic Medical Center (AMC) Fee Council. It also provides consulting to other Mass General Brigham physician practices.
- **Comp Committee.** The Compensation and Personnel Practices Committee is made up of trustees from the MGPO and acts in the name of the MGPO on compensation and personnel policies.
- **Combined Professional Billing,** previously the MGPO Professional Billing Office, handles billing for all MGPO physicians and those throughout Mass General Brigham.



MGPO Communications & Advocacy

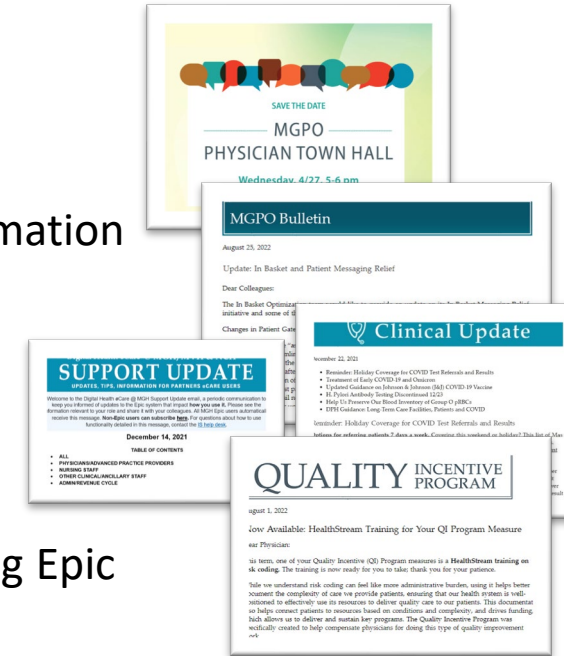
Platforms

- Curbside Consult, Marcela del Carmen, MD video and text platform
- MGPO Website (intranet only): <http://mgpo.partners.org/>
- YouTube/Two Things video series
- Twitter (@MassGeneralMDs) MD research, awards, honors
- Town Halls



Emails

- **MGPO Bulletins:** important information for MDs & staff
- **Clinical Update**
- **Last Word of the Week**
- **Quality Incentive Program**
- **eCare Support Update:** Optimizing Epic for all MGH users



Advocacy

- CMS Administration Simplification
- Gun Violence Prevention
- Physician Wellness Academic Consortium (PWAC)



Physician Recognition and Development

Awards and Events

- McGovern Award– 38 recipients since 2004
- 2 Trustees medals for career contributions
- MD recognition endowed by Ira & Jacquie Stepanian
- MD recognition dinner every 18 months

Leadership Development

- Intensive 2-year program; 364 participants since 2003

Torchiana Fellowship in Health Policy and Management; 16 since inception in 2009.

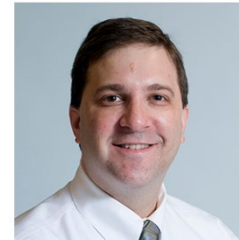
McGOVERN CLINICAL EXCELLENCE



Avinash Kambadakone-Ramesh, MD, radiology. Ted Hong, MD, presented the award. "I'm deeply touched and humbled by his honor," said Avinash Kambadakone-Ramesh, MD.



Colleen Keyes, MD, pulmonary and critical care. Paul Currier, MD, and Angela Frank, MD, presented her award. "It's absolutely my pleasure to be able to accept the recognition, and I hope that it inspires all of us to be accountable to each other," Colleen Keyes, MD, said.



Eric Rosenberg, MD, internal medicine. Ann Prestipino presented his award. "I am thrilled to share this award with my colleagues, many of whom propped me up and made this possible," said Eric Rosenberg, MD.



Susan Wilcox, MD, emergency medicine and critical care. Denise Gee, MD, presented her award. "It's hard for me to express how much this honor really means to me," said Susan Wilcox, MD.



Roman Delacruz, MD

Katherine Trandrup, MD

