

Harvard Medical School Curriculum Vitae

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Education

2006	BA	Ancient Societies and Biology	Vassar College
2007	MPH	Public Health	Dartmouth College
2012	DO	Medicine	Philadelphia College of Osteopathic Medicine

Postdoctoral Training

07/12 - 07/15	Resident	Family Medicine	Central Maine Medical Center
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Faculty Academic Appointments

09/15 –	Instructor	Population Medicine	Harvard Medical School
01/18 –	Faculty	Family Medicine	Harvard Center for Primary Care
01/18 –	Assistant Professor	Medicine	MGH Institute of Health Professions

Appointments at Hospitals/Affiliated Institutions

Past

2014 - 2015	Chief Resident	Family Medicine	Central Maine Medical Center
2015 - 2020	Assistant Physician	Medicine	Massachusetts General Hospital

Current

2020 –	Chief Clinical Innovation Engineer	Medicine	Atrius Health/Harvard Vanguard Medical Associates
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Other Professional Positions**Past**

2006	Cancer Research Training Fellowship	National Cancer Institute	
2007 - 2008	Program Management Associate	Health Dialog	
2013 - 2015	Speakers Bureau	Planned Parenthood of Northern New England	4-6 engagements per year
2019 - 2022	Consulting Physician Trainer	Upstream USA	
2021 -	Per Diem Provider	Women’s Health Services	Provide medical and surgical abortion care

Current**Major Administrative Leadership Positions****Local**

2018 –	Medical Director	MGH Institute of Health Professions – Physician Assistant Studies Program
2018 -	Co-Director	Harvard Home for Family Medicine
2021	Interim Medical Director of Innovation	Atrius Center for Healthcare Innovation

Regional**National**

2010 - 2012	Osteopathic Representative to the Student Advisory Council	Medical Students for Choice
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Committee Service**Local**

2014 – 2015	Residency Education Committee	Central Maine Medical Center
2014 – 2015	Faculty Committee	Central Maine Medical Center
2017 – 2021	Medical Advisory Steering Committee	NARAL Pro-Choice Massachusetts
2018 – 2019	PA Didactic Committee	MGH-IHP
2018 -	Student Development Committee (Chair 2019 - current)	MGH-IHP
2019 – 2020	Admissions Committee	MGH-IHP

2019 – 2021	Board of Directors	NARAL Pro-Choice Massachusetts Foundation
2021	ISIT Committee	Harvard Center for Primary Care
2021 – current	Board of Directors	Reproductive Equity Now Foundation; Chair – Nominating Committee

Regional

National

Professional Societies

2008 - 2012	American Medical Student Association	Member
	2009 - 2010	Health Policy Chair, Philadelphia College of Osteopathic Medicine Chapter
2010 - 2019	National Physicians’ Alliance	Member
2012 - 2017	American Academy of Family Physicians	Member
2014 -	National Abortion Federation	Member
2014 - 2018	Physicians for a National Health Plan	Member
2015 - 2017	Massachusetts Academy of Family Physicians	Member
2016 – 2018, 2019 – 2020	Society of General Internal Medicine	Member
2018 – 2019	Massachusetts Association of Physician Assistants	Associate Member
2019 –	Massachusetts Medical Society	Member

Grant Review Activities

2017	Grant Application Reviewer	Student Technology Prize for Primary Healthcare
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Editorial Activities

Ad hoc Reviewer

Other Editorial Roles

Honors and Prizes

2006	The Larkin Prize for Ancient Societies	Vassar College	Outstanding contribution to the study of ancient Mediterranean societies
2012 - 2013	Gene A. Copello Fellowship	National Physicians' Alliance	Selected for leadership training in health advocacy
2014 - 2015	Health Leadership Development	Daniel Hanley Center for Health Leadership	Selected to participate in an intensive 8-month course in collaborative leadership
2020	Charles McCabe, MD Faculty Prize for Excellence in Teaching	Harvard Medical School	Selected for annual teaching award by students at HMS

Report of Funded and Unfunded Projects

Funding Information

Past

2016-2017	Received a Winickoff grant for development of a new Women's Health curriculum for the MGH internal medicine residency program.
2019-2020	Designed a primary care procedure clinic to deliver regionalized procedure services across the MGH primary care network.

Current

2021 –	Designed and implemented a redesigned team-based care model the directs complex patients to physicians while expanding access to care with an increased APC ratio
2022 –	Level I Hoshin owner for the 2022 Growth Hoshin at Atrius Health

Projects submitted for Funding

Training Grants and Mentored Trainee Grants

Unfunded Current Projects

2020 –	Currently designing a Clinical Campus collaboration between MGH-IHP and Atrius Health
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Report of Local Teaching and Training

Teaching of Students in Courses

HMS/HSDM/DMS courses

2015 - 2016	Professional Identity Formation 1 st Year HMS/HSDM Students	Harvard Medical School 4-hour sessions, 4 times per year
2016	Patient Doctor II 2 nd Year HMS/HSDM Students	Harvard Medical School Proctored four 4-hour OSCE sessions
2016 - 2018	Practice of Medicine 1 st Year HMS/HSDM Students	Harvard Medical School Precepted two students in teaching physical diagnosis in the inpatient setting one-two 3-hour sessions per month
2016 -	Patient Doctor Relationship – Core Faculty 1 st Year HMS/HSDM Students	Harvard Medical School Currently lead weekly POM seminars and discussions at HMS campus, 2-4 hours per session, 12-14 sessions per year
2016 - 2019	Physician Shadow Program Undergraduate Students	Massachusetts Institute of Technology Host undergrad students interested in primary care (currently have worked with six) for 1-3 clinical sessions
2016 – 2017	Primary Care Rotation Nurse Practitioner Student	Walden University Trained one NP student clinically for 144 hours
2017 – 2019	Interprofessional Education Simulation Interdisciplinary Clinical Groups	MGH Institute of Health Professions Led interactive simulation workshops for groups of 8-10 students, 2-4 4-hour sessions per year
2017 – 2019, 2021	Primary Care Rotation Physician Assistant Students	MGH Institute of Health Professions Trained 1 PA student per month, 4-6 months per year, 80 hours per rotation
2017 –	Family Medicine Sub-Internship 4 th -year Medical Students	Harvard Medical School Curriculum development for a new sub- internship with a focus on women's health and procedural medicine, three 1-hour seminars and 1-2 workshops
2020	Foundations of Clinical Care 1 st year Medical Students	Harvard Medical School Led a series of discussions and clinical vignettes in the revised COVID-19 curriculum. Six sessions, 2-4 hours each.
2021	Introduction to the Profession 1 st Year Medical Students	Harvard Medical School Led a discussion in the section on “Physician as Advocate”
2021-2022	ICS 1 st year Medical Students	Harvard Medical School Intermittent substitute faculty for ICS course at MGH

Formal Teaching of Residents, Clinical Fellows and Research Fellows (post-docs)

Teaching prior to start of current HMS appointment

2014	Correlating Socioeconomic Status with Neonatal Mortality PGY1-3 Residents	Central Maine Medical Center 1 hour lecture
2015	The Future of Health Care Reform PGY1-3 Residents	Central Maine Medical Center 1 hour lecture

Clinical Supervisory and Training Responsibilities

Supervisory and training responsibilities prior to the start of current Harvard appointment

2013 - 2015	Inpatient and Outpatient Care Delivery Senior Resident and Chief Resident / Central Maine Medical Center	4-20 hours per week
2014 - 2015	Multidisciplinary Inpatient Care Chief Resident /Central Maine Medicine Center	50-70 hours per week on inpatient rotations

Teaching during current Harvard appointment

2015 -	Primary Care Clerkship Preceptor 2 nd -year Medical Students	Massachusetts General Hospital, Atrius Health 4 hours per student every other week, typically assigned 3-4 students at any given time
2016 – 2017	Foundations of Clinical Care Preceptor 1 st -year Medical Students	Massachusetts General Hospital 4 hours every week, assigned four students
2016 – 2020	Performing and Interpreting Gynecologic Exams and Pap Smears PGY1-3 Residents	Massachusetts General Hospital 1.5 hour skills workshop, offered 3-6 times per year
2016 – 2020	Abnormal Uterine Bleeding PGY 1-3 Residents	Massachusetts General Hospital 1 hour lecture, offered 3-6 times per year
2017 –	Family Medicine Sub-Internship Co-Director 4 th -year Medical Students	Massachusetts General Hospital 1-2 fourth-year students rotate clinically 2-4 times per year
2017 – 2020	Menopause PGY 2-3 Residents	Massachusetts General Hospital 1 hour lecture, offered 3-6 times per year
2018	The Pituitary Gland Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning module on the pituitary gland, 4 hours
2018	The Adrenal Gland Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning

2018	Cardiac Imaging Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning module on cardiac imaging, 4 hours
2018 - 2019	Renal Wrap-up Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning module on nephrology, 4 hours
2019 -	Metabolic Syndrome Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning module on metabolic syndrome, 4 hours
2019 -	IBS, IBD, Celiac Disease Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning module on gastroenterology, 4 hours
2019 -	Epidemiology Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning module on epidemiology, 4 hours
2019 -	Reproductive Pharmacology Physician Assistant Students	MGH Institute of Health Professions Core curriculum team-based learning module on reproductive pharmacology, 4 hours
2019	Leadership Development Seminar 1 st Year Medical Students	Harvard Medical School Interactive seminar on leadership and team-building, 3 hours
2020	Transitions to Clinical Experience 2 nd Year Medical Students	Harvard Medical School Led a cohort of newly advanced 2 nd year students in preparation for rotations, 10 hours
2021	Pelvic Exam Workshop Physician Assistant Students	MGH Institute of Health Professions Taught a cohort of students how to perform pelvic exams
2022	Long-Acting Contraception Workshop MGH Pediatrics Residency – PGY-2	Massachusetts General Hospital Led a cohort of 2 nd year residents in a hands-on workshop on the placement of IUDs and contraceptive implants
2022	Long-Acting Contraception Workshop BWH Primary Care Track Residents	Atrius Health/BWH Internal Medicine Residency Led a cohort of internal medicine residents in a hands-on workshop on the placement of IUDs and contraceptive implants
2022	Dermatological Procedure Workshop BWH Primary Care Track Residents	Atrius Health/BWH Internal Medicine Residency Led a cohort of internal medicine residents in a hands-on workshop on procedural care, including biopsies, I&D, and cyst resection

Laboratory and Other Research Supervisory and Training Responsibilities

Formally Mentored Harvard Medical, Dental and Graduate Students

- 2016 – 2019 Serve as a mentor to Alison Holliday while an HMS student, now a primary care track resident at Brigham and Women’s Hospital
- 2022 – Serve as a mentor to Julie Castro, currently a 1st year medical student at HMS

Other Mentored Trainees and Faculty

- 2016 – 2018 Worked extensively in training Christine Prifti, MD (MGH Primary Care Resident, class of 2018) on gynecologic procedural training

Formal Teaching of Peers (e.g., CME and other continuing education courses)

- 2018 – Boston and international locations Presenting leadership development curriculum as an element of the “Charting the Future of Primary Care” series offered by the Harvard Center for Primary Care
- 2018 – Harvard Medical School Annual Abortion Workshop

Local Invited Presentations

- 2017 Women’s Health Procedure Workshop, MGH Primary Care Resident Retreat, Somerville, MA
- 2018 Perspectives in Primary Care: Trauma-Informed Care Seminar, Harvard Medical School
- 2018 - Annual Match Mentorship series, Harvard Medical School
- 2018 Planned Parenthood Leadership Discussion with the President of the Planned Parenthood League of Massachusetts, Facilitator, Harvard Medical School
- 2019 "Of Night Owls and LARCs: Preventive and Rescue Applications of Long-Acting Reversible Contraception" - Presented at MGH Frontline Case Conference Series
- 2019 Perspectives in Primary Care: Camden Coalition Case-Based Leadership Development Seminar – Harvard Medical School
- 2019 Abortion Provider Panel Discussion – Medical Students for Choice, Harvard Medical School
- 2019 - Annual IUD seminar and practical workshop – Family Medicine Interest Group, Harvard Medical School
- 2020 Leading with Authenticity – Delivered at the HMS Primary Care Professional Development Series
- 2020 - Lead annual Harvard Business School-style case presentation for a leadership cohort at Brigham and Women’s Hospital
- 2021 Invited to discuss primary care delivery and healthcare policy with a leadership group from Cureatr

Report of Regional, National and International Invited Teaching and Presentations

Invited Presentations and Courses

Regional

No presentations below were sponsored by outside entities

- 2015 Assessing Community Needs in the Underserved Elderly / Workshop
Maine Hospital Association, Augusta, ME
- 2016 – 2018 Annual Medical Students for Choice Abortion Provider Panel / Panel Discussions
Tufts Medical School, Boston, MA
- 2016 Medical Students for Choice Abortion Provider Panel / Panel Discussion
University of Massachusetts Medical School, Worcester, MA
- 2017 Challenging Cases in Abortion Care – Case-based seminar
Reproductive Health Access Project, New England Cluster, Malden, MA
- 2018 DRW Technologies Case-Based Leadership Development Seminar
Primary Care Improvement Network, Newton, MA
- 2019 Success of the Interdisciplinary Team
Primary Care Improvement Network, Waltham, MA

National

No presentations below were sponsored by outside entities

- 2012 Integration of Abortion in Osteopathic Graduate Residency Education / Keynote
Presentation
Medical Students for Choice National Meeting, Baltimore, MD
- 2018 The E's of Leadership – Emotional Intelligence, Courage, and Agility
Delivered online to a national audience via the Clinical Directors' Network
- 2018 The World of Changing Ideas: The Role of Healthcare Leaders in the Evolving Healthcare
Sphere
Millennium Alliance Digital Healthcare Transformation Assembly, San Diego, CA
- 2018 ePatients in the Digital Health Revolution
Millennium Alliance Digital Healthcare Transformation Assembly, San Diego, CA
- 2018 How Voice Search is Changing the Way Patients Search for Doctors
Millennium Alliance Digital Healthcare Transformation Assembly, San Diego, CA
- 2019 Empowering Team Members
Delivered online to a national audience via the Clinical Directors' Network
- 2019 Defining Value: A Subjective Objective
Delivered online to a national audience via the Clinical Directors' Network
- 2020 Leadership Lessons for Navigating Disruption: Optimizing the Physician Experience
Delivered online to a national audience via the Clinical Directors' Network
- 2020 Leadership Lessons for Navigating Disruption: Camden Coalition of Healthcare Providers
Delivered online to a national audience via the Clinical Directors' Network
- 2021 SCOPE: Reproductive Health Advocacy
Delivered online to a national audience via the Scaling Community Outreach in Primary
Care series

International

- 2019 Establishing a Meaningful Doctor-Patient Relationship
Invited to speak at a conference for visiting Chinese hospital executives, Boston, MA
- 2019 Primary Care Innovation at Massachusetts General Hospital
Invited to address a group of international healthcare representatives, Boston MA
- 2019 Financing a Dutch Lotus for Community Wellness
Charting the Future of Primary Care: Leadership, Teams, and Culture, Toronto, ON
- 2021 Leadership Development for Canadian Primary-Care Physicians
Charting the Future of Primary Care: Leadership, Teams, and Culture, Toronto, ON
- 2021 Innovation Roundtable Facilitator
GDS Healthcare Innovation Summit, Bristol, UK

Report of Clinical Activities and Innovations

Current Licensure and Board Certification

- 2015 – Maine Medical License
- 2015 – Massachusetts Medical License

Practice Activities

2015 - 2020	Ambulatory Primary Care	Ambulatory Practice of the Future, MGH	5-7 Sessions per week
2020 –	Ambulatory Primary Care	Harvard Vanguard Medical Associates	3 Sessions per week

Clinical Innovations

Introduction of expanded women's health services at Ambulatory Practice of the Future	In an effort to expand primary care services and reduce the need for referrals to additional providers, I have worked across disciplines to integrate gynecologic procedures such as IUD insertion/removal, Nexplanon insertion/removal, and endometrial biopsy into ambulatory outpatient primary care practice. We are currently collecting data with regard to outcomes and reduced rate of referrals to outside services.
Integration of technology targeting mental health care needs	Evaluation of mobile technology offered via a private sector partnership to expand availability of longitudinal, asynchronous mental health care resources.
Urgent Care Access Improvements	Pilot study of improved physician/nurse dyad workflow to increase access for in-person, telephone-based, and digital urgent care needs
Improved Clinical Integration of ColoGuard Testing	Leading current efforts to better integrate ColoGuard ordering and reporting into Epic in order to reduce administrative burden and reduce risk of communication errors when receiving results of these tests

Primary Care Procedure Clinic	Lead effort to establish a primary care procedure clinic that sought to offer an array of gynecologic, dermatologic, and orthopedic services to the MGH primary care community
Enhanced Teaming Model	Developed and deployed a new teaming model in primary care at Atrius Gealth, in which physicians managed complex care patients with the support of several APCs
Expanded Procedural Care within Primary Care	Expanded the capacity for procedural care at Atrius Health within Primary Care, a collaboration between internal medicine, family medicine, and pediatrics

Report of Teaching and Education Innovations

Harvard Home for Family Medicine	Co-direct a team that aims to engage students and further interest in family medicine at HMS through an array of invited presentations and community activities.
MGH Primary Care Residency	Assisted in development of new women's health curriculum, in which I served as a core faculty member, focused primarily on procedural skills and reviews of evidence-based approaches to contraception, menopause, and abortion care.
Bayer Women's Health Advisory Council	As a Senior Faculty member of the council, I participated in the development of a new curriculum for training primary care providers on full-spectrum contraception management
Health Equity Hackathon	Participated in the steering committee for a joint MIT/Atrius Health Hackathon with a focus on promoting innovative approaches to health equity

Report of Technological and Other Scientific Innovations

Report of Education of Patients and Service to the Community

Activities

No activities below were sponsored by outside entities

2007	Vermont Department of Health, Burlington, VT / Presentation Offered foundations for the development of a Regional Community Assessment Tool for the state of Vermont.
2012	Health and Human Services Department, Portland, ME / Invited Presentation Asked to work with a senior group to help enhance understanding of the Affordable Care Act.
2014	The University of Southern Maine, Portland, ME / Invited Presentation Asked to speak in an open community forum on addressing abortion in popular media.
2019	Testimony in support of the ROE Act Invited to deliver oral testimony to the Massachusetts Joint Committee on the Judiciary

2019 - NARAL Pro-Choice Massachusetts / Board Member
Physician Representative to the NARAL Pro-Choice Massachusetts Foundation Board

Educational Material for Patients and the Lay Community

Books, monographs, articles and presentations in other media

No educational materials below were sponsored by outside entities

2012	Maine Voices: Patients Can't Afford to Lose Protections of the Affordable Care Act	Author	Portland Press Herald, Opinion Piece
2012	Affordable Care Act Already Proving Its Value	Author	The Press of Atlantic City, Opinion Piece
2015	Maine Voices: Women Empowered by Having Access to Health Care, Including Abortion	Author	Portland Press Herald, Opinion Piece
2019	Mass. Should Protect Women's Reproductive Health and Freedom. My Patients Deserve Better	Author	WBUR, Commentary

Educational material or curricula developed for non-professional students

Patient educational material

Recognition

Report of Scholarship

Publications

Peer-Reviewed Scholarship in print or other media

Non-Peer Reviewed scientific or medical scholarship/materials in print or other media

Professional Educational Materials or Reports in print or other media

Clinical Guidelines and Reports

Authored chapters on Menopause and Contraception, and co-authored chapter on Vaginitis for the second edition of "Pocket Primary Care," a reference guide published 2018.

Thesis

Abstracts, Poster Presentations and Exhibits Presented at Professional Meetings

1. Woods, PA; **Hoffman, AR**; Crump, T. A Novel Approach to Evaluating Continuity of Care in Team-Based Environments. Presented at the Family Medicine Forum, Toronto, ON. 2012.

Narrative Report

Having initially been drawn to medicine following my experience working with the homeless community, I have consistently approached clinical care with an emphasis on treating patients in the context of their individual socioeconomic, psychological, and community infrastructures. This has evolved into my development as an educator and leader. In my current role at Atrius Health, my clinical effort is spent in the ambulatory outpatient primary care setting, where I strive to apply my interests in preventive medicine, women's health, and clinical innovation. This setting allows me to integrate clinical teaching through my roles as a clinical preceptor for HMS and MGH-IHP students, as well as supporting structural efforts to improve primary care training at the resident level. Given my core expertise in procedural medicine, I previously developed a Primary Care Procedure Clinic for MGH, and am currently developing a related structure for Atrius Health.

My primary area of excellence encompasses clinical expertise and innovation, as supported by my longtime involvement with evaluating national healthcare policy as it relates to patient care, and specifically advocating for the ongoing availability of full-spectrum women's healthcare, including abortion services. In addition to procedure clinics, my frequent national and international public speaking engagements on the topics of collaborative leadership and value-based care delivery are informed by my clinical practice, as well as my work with the Harvard Center for Primary Care and the MGH-IHP.

My role as a teacher evolved considerably throughout residency, specifically as chief resident, and now as I have assumed formal roles at the Center for Primary Care and as Medical Director for the PA program at IHP. Serving as core faculty in the Practice of Medicine Course at HMS, I have the privilege of working with our students almost from the beginning of their training in a setting with particular continuity, which, for some of them, extends into their later clinical rotations. I have received recognition from Harvard Medical School, Boston University, Tufts University, the University of Vermont, the University of New England, and MGH-IHP for high-quality clinical teaching of medical and PA students in both inpatient and outpatient settings. I also continually work to integrate my expertise and passions into the Harvard-affiliated residency community, specifically involving the implementation of a women's health curriculum and exposure to procedures for primary care residents, as well as advocating for the establishment of a new family medicine residency.

My dedication to the medical profession and my communities at Atrius Health, MGH, and HMS, coupled with my enthusiasm for improving the delivery of healthcare services and for fostering a supportive, educational environment is clearly reflected in my trajectory as a clinician, leader, and educator. I am constantly seeking to inspire the passions of those around me, and I believe that my strong interpersonal and communication skills have benefitted me as I continue to evolve in these capacities. I intend to further my formal roles as a teacher and leader, and continually seek faculty development opportunities in addition to my clinical duties, as I believe firmly that I can be a positive force in helping others to embrace the inherent sense of purpose that inspires me as a physician, advocate, leader, and educator.