

Dr. Larissa J. Lucas



MD, FACP, HMDC, CMD | DISTINGUISHED MEDICAL PROFESSIONAL

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- Salem, MA

PROFESSIONAL ORGANIZATIONS

- American Medical Directors Association
- American College of Physicians
- Massachusetts Medical Society
- American Board of Internal Medicine
- Certified Hospice Medical Director
- Certified Medical Director

PROFESSIONAL SUMMARY

General internist, educator, and physician executive with two decades of experience as a strategic health care change management leader, in both business and clinical settings. Deep knowledge of medical innovation, the organizational and process skills to lead scalable growth initiatives. Has strong clinical experience from primary care to hospice care with specific focus on care and outcomes for frail elders and post-acute transitions.

Has effectively leveraged metrics-based quality and performance improvement initiatives, as well as workflow design and organizational management expertise, to improve care quality and efficiency as a medical director of community-based medical group practices.

EXPERIENCE

NORTH SHORE PHYSICIANS GROUP, Peabody, MA **March 2018-present**
Mass General Brigham Salem Hospital, Salem MA

Medical Director

Provide direct care and oversee a team of physicians and nurse practitioners caring for residents in long term care and post-acute settings in skilled nursing facilities. Work with leadership of Mass General Brigham Health Care care continuum programs to improve quality metrics in post-acute care including length of stay, unplanned re-hospitalizations, and use of home health resources. Support business development to increase access to quality home based care for frail elders and launch a frailty consult service to support the orthopedic department fracture quality outcomes. Act as key faculty for serious illness conversation training across the enterprise to improve advanced directive process and end of life care. Completed Lean for Leaders course to support enterprise goals of improved efficiency, outcomes, and patient experience.

Skilled Nursing Home Medical Director and Attending Experience

Medical Director, Alliance at Rosewood, Peabody, MA
Associate Medical Director, Brudnick Center for Living, Peabody, MA
Medical Director, Life Care Center of the North Shore, Lynn, MA
Medical Director, Lafayette Nursing Home, Marblehead, MA
Associate Medical Director Ledgewood Nursing Home, Beverly, MA

MGB Salem Hospital Medical Executive Committee **January 2024-present**
Appointed to 2-year term to serve at Secretary-Treasurer



A W A R D S

- Mass General Brigham – Physician of Excellence (2021), Excellence in Care Delivery (2020)

E X P E R I E N C E

Boston Hope Medical Director **April 2020**

Member of the leadership team of physicians and administrators to open the Boston Hope Center, a 1000 bed post-acute care field hospital at the Boston Convention Center to serve a population recovering from COVID-19 infection. A collaboration between Commonwealth of Massachusetts, Mass General Brigham, Boston Health Care for the Homeless, United States Armed Services Recruited and rapidly trained physicians and nurse practitioners to provide post-acute care, electronic health record use, safety protocols, and rapid response.

Mass General Brigham Post Acute Care Working Group **March 2020-2022**

Advised MGB emergency response command center on status, needs, and barriers in the post-acute setting during the outbreak

Volunteer, Massachusetts Senior Care Association **March 2020-present**

Volunteer physician advisor for skilled nursing facility advocacy group to provide support and infection control and guidance to facilities throughout Massachusetts. Project ECHO Cohort Facilitator October 2020-2021

CARE DIMENSIONS, Danvers, MA **August 2014-2018**

Medical Director of Quality

Works closely with nursing leadership and the Chief Medical Officer with objectives that include developing staff education program, evidence based care protocols, and leveraging technology to improve patient care quality and safety. Supports business development team by providing community education around hospice and palliative care services and developing partnerships with other health care organizations.

Serves as site coordinator and supervisor for 10 physicians and nurse practitioners in training from MGH palliative care fellowship, and other physician training programs.

Associate Hospice Medical Director and Palliative Care Physician **2009-2018**

Currently serves as full-time medical staff overseeing patient care at Kaplan Family Hospice House, and two outpatient hospice teams including patients in home care and long term care facilities. Additionally, provides palliative care consultation at community hospitals, skilled nursing facilities, and in the home. From 2009-2014 served as a per-diem Staff Physician on weekends at the Kaplan Family Hospice House, a 20-bed inpatient facility in Danvers, MA

EBSCO INFORMATION SERVICES, Ipswich, MA **2007-2014**

Executive Director of Medical Content Strategy (July 2013-August 2014) **Senior Deputy Editor, DynaMed, EBSCO Publishing** (July 2011-August 2014), Deputy Editor (October 2007-2011)

Leveraged professional medical editorial team, operations and content leadership to help achieve major profitable growth of flagship DynaMed proprietary point-of-care physician reference electronic database product. Then promoted to wider content strategy leadership role, including new product initiatives and oversight of DynaMed, patient and pediatric care reference database products. Played central health care organization customer/sales support role.



EXPERIENCE

NORTH SHORE COMMUNITY HEALTH CENTER, Salem, MA **2009-2010**

Three-location health provider of primary care and family medicine, as well as dental services, in the Salem, Peabody and Gloucester area.

Medical Director (interim, part-time consultant)

Reporting to board of directors and CEO, supervised 10-member professional medical staff. Played leading role in selection, set-up and organizational use of new electronic medical records system.

CAMBRIDGE HEALTH ALLIANCE, Cambridge, MA **2002-2007**

Health care system serving nearly 200,000 patients in Cambridge, Somerville and Boston's MetroNorth from its flagship Cambridge Hospital and community health centers. Affiliated with Beth Israel Deaconess Medical Center and a teaching hospital of Harvard Medical School and Tufts University School of Medicine.

Primary Care Internist at Cambridge Family Health **2002-2007**

A two-location academic internal medicine/pediatric practice carried large panel of adult medicine patients in managed care and underserved community, including patients in four skilled nursing facilities.

Medical Director, Cambridge Family Health (2005-2007)

Recognized for administrative skills with promotion to medical directorship at internal medicine/pediatric practice. Played lead role in strategic planning/launch of first electronic medical records system, expansion to second clinic site. Led upgrade in clinical care and business performance through physician recruitment, workflow design and quality metrics improvements.

CLINICAL & ACADEMIC APPOINTMENTS

NORTH SHORE MEDICAL CENTER, Salem, MA **2013-Present**

Holds appointment/admitting privileges at Mass General Brigham affiliated hospital

LAHEY HEALTH SYSTEMS, BEVERLY HOSPITAL, Beverly, MA **2014-2018**

Palliative Care Consultant at Lahey Health Systems-affiliated community hospital

CAMBRIDGE HEALTH ALLIANCE

Attending physician admitting privileges

2002-2007

Harvard Medical School Teaching Faculty Appointment

2002-2019

Palliative Care Consultant **2014-2019**

REFERENCES

Available on request.