

Leslie E. Schwab, M.D.

Business address:

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Post Graduate Education and Training:

July 1976-June 1978 Internal Medicine Residency, The Cambridge Hospital, Cambridge, MA
July 1975-June 1976 Internship, The Cambridge Hospital, Cambridge, MA

October 2013 – April 2014 International Coaching Federation Certification at Gestalt
International Study Center, Wellfleet, MA

Education:

1975 M.D. Stanford University School of Medicine, Stanford, CA
1970 B.A. Biology, summa cum laude, Harvard College, Cambridge, MA

Board Certification:

1978 Diplomate, American Board of Internal Medicine

Licensure:

Licensure in Medicine, Commonwealth of Massachusetts, active

Employment:

2014-present Medical Director, CareGroupParmenter hospice
2001-present Staff Physician, Atrius Health, Concord Hillside Medical Associates practice
Concord, MA
1989-2001 Staff Physician, Concord Hillside Medical Associates
Concord, MA
1978-1989 Staff Physician, Brockton/West Roxbury VA Medical Center
Brockton and West Roxbury, MA

Hospital Appointments:

2015-present Mt. Auburn Hospital
Cambridge, MA
2007-2013 Brigham and Women's Hospital
Boston, MA
1995-2001 Lahey Clinic
Burlington, MA
1989-present Emerson Hospital
Concord, MA
1978-1989 Brockton/West Roxbury VA Medical Center
Brockton and West Roxbury, MA

Administrative Appointments:

October 2014 – present Medical Director, CareGroup Parmenter Home Care and Hospice

- Oversight of clinical care for hospice patients served in 25-town community in Metrowest Boston
- Program development for skills and support for interdisciplinary team of nurses, social workers and chaplains

March 2008-December 2012 Chief Medical Officer, Harvard Vanguard Medical Associates

- Laid foundation for creating a stakeholder culture that engages clinicians in actualizing the vision of the organization.
 - Increased communication with all staff through medical staff meetings, town hall meetings, chiefs' meetings and written communications.
 - Led a 20-month process culminating in a Leadership-Physician Compact embracing responsibilities for the clinical practice for all formal leaders and physicians.
- Chartered Leadership Academy for broad development of leaders throughout HVMA and Atrius; currently serving as Executive Sponsor
- Established specialty of Family Medicine at Harvard Vanguard, including recruitment of Chief, and promoting role of this department in improving access to primary care.
- Promoted the role of Advanced Practice Clinicians at Harvard Vanguard by combining mid-level recruitment with physician recruitment, approving new PA leadership structure, and co-leading Collaborative Practice working group.
- Member of Senior Leadership Team and proponent of major initiatives: hospital strategy, Lean transformation, pay for performance
- Initiated Patient Centered Medical Home activity at HVMA and oversaw its first two years of implementation
- Oversight of teaching and research relationships with Harvard Medical School
 - Developed strategy for next phase of development of quality and safety programs; hired new VP of Quality and Safety and launched Quality and Safety department; collaborated with new Q&S department setting clinical standards, developing of a Safety and Risk Management program, and practice variation program

2002-2008 Specialty Director, Internal Medicine, Harvard Vanguard Medical Associates

- Managed clinical aspects and budget for 16-site Internal Medicine practice with 150 physicians and 65 advanced practice clinicians.
- Led recruiting efforts that increased physician FTEs by more than 15% in difficult market.
- Implemented program of defined, centrally supported mentoring activities for new physicians.
- Designed and implemented progressive internal medicine care model (Patient-Centered Care) that promoted use of teams with defined roles and responsibilities, enhanced chronic care management, implemented innovative use of data, streamlined work processes, and measured results at all levels; initiative increased patient experience scores from mid-30th percentile of

market to mid-market ranges, raised outcome and process measures in diabetes and lipid measurement, and improved access.

- Leveraged results of Patient-Centered Care with payers to elicit millions of dollars in favorable pay for performance payments.
- Worked with CMO to increase physician skill in communicating with patients through use of 4 Habits Workshops.
- Successfully integrated Lynnfield Medical Associates and PCIMA into Harvard Vanguard.
- Designed and implemented two new well-accepted physician compensation models that aligned with annual objectives.
- Launched a series of Atrius-wide Internal Medicine CME conferences about clinical and aspirational topics.

1994-1998 Managing Partner, Concord Hillside Medical Associates

- Provided clinical and administrative oversight for 19 MD primary care group.
- Led negotiation for purchase and sale of practice to Lahey Clinic /HPHC Partnership
- Negotiated capitation contract with HPHC.
- Established preferred business relationships with community specialists, including subcapitation arrangements with Cardiology and Ophthalmology.
- Successfully mediated several difficult partnership conflicts.
- Established Quality Council as forum for quality improvement projects.

1992-1995 Medical Director, Emerson Hospital Hospice

- Supervised care-giving team of nurses, aides, chaplain, and social worker, and provided liaison to PCPs.

1983-1989 Section Chief, Ambulatory Care, Brockton/West Roxbury VA Medical Center

- Supervised hospital-based primary care clinic and ER .
- Established primary care rotations for Brigham and Women's, Newton-Wellesley and New England Deaconess medical residents.
- Led preparation for successful JCAHO inspections of hospital outpatient clinics (twice during term).
- Served as Employee Health Physician.
- Initiated program of shared patient appointments for cholesterol management and smoking cessation.
- Served as medical liaison to Psychology PhD training program.

Academic Appointments:

1990-present Instructor, Tufts University School of Medicine, Boston, MA

1978-1989 Clinical Instructor, Harvard Medical School, Boston, MA

Board Experience:

2013-present Community Advisory Board, Harvard Medical School Primary Care Center

2008-2012 Ex-officio Trustee, Harvard Vanguard Medical Associates

1995-1998 Trustee, Lahey Clinic Board of Governors

1995-1999 Delegate, Harvard Pilgrim Health Care Corporate Medical Council

1994-1997 Trustee, Emerson Hospital Board of Directors

Committee Experience:

- 2013 – present Editorial Board member, Healthcare: The Journal of Delivery Science
1993-2003 Physician Consultant to Middlesex Community College Medical Assistant Program
1984-1995 Founder and Member, Balint Group, Boston Society of General Internal Medicine

Memberships:

- Harnisch Scholar, Institute of Coaching
Professional Associate, Gestalt International Study Center
International Coaching Federation
American Academy of Hospice and Palliative Medicine

Presentations:

- September 2016 International Conference on Physician Health: “Making Healthcare a Healthy Enterprise: A Leadership Imperative”
- March 2015 – present Massachusetts Medical Society, faculty for biannual 2-day workshop, “Managing Workplace Conflict”
- May 2014 Northeastern University Physician Assistant Program, lecture: “A Place for Compassion in Healthcare”
- March 2012 AMGA Annual Meeting, San Diego, CA, lecture: “Leadership Academy at Atrius Health”
- October 2011 Group Practice Improvement Network semiannual national meeting Minneapolis, MN, presentation: “Physician Compacts”.
- November 2007 National Health Service (NHS/UK) Leadership Course: *Innovations in Healthcare: The US Perspective*, Boston, MA, lecture: “Navigating the Future of Health Care: A New Model of Care Delivery,” co-presenter: Ken Paulus.
- March 2007 AMGA Annual Meeting, Scottsdale, AZ, lecture: “Population Management: Integrating Systems Improvement with Chronic Illness Improvement,” co-presenter: Richard Marshall, M.D.
- November 2006 Brigham and Women’s Hospital Primary Care Grand Rounds, Boston, MA, lecture: “A New Care Model for Improving Chronic Illness Care.”
- 2004-present Semi-annual Guest Lecturer, Bunker Hill Community College, Charlestown, MA: “Care at the End of Life.”