

# LEADING: THE FAMILY PHYSICIAN

#inspirecreatelead

#leadbyexample

#medicineisasocialjusticeissue

SARAH C. NOSAL, MD, FAAFP

AMERICAN ACADEMY OF FAMILY PHYSICIANS  
DIRECTOR AAFP BOARD OF DIRECTORS 2021-2024

NEW YORK STATE ACADEMY OF FAMILY PHYSICIANS  
PAST-PRESIDENT 2017-2018

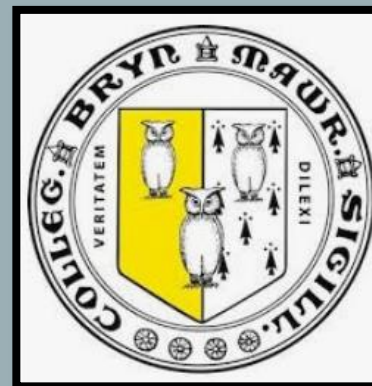
VICE PRESIDENT FOR INNOVATION & OPTIMIZATION  
CHIEF MEDICAL INFORMATION OFFICER  
ASSISTANT MEDICAL DIRECTOR ECHO & NYC FREE CLINICS  
THE INSTITUTE FOR FAMILY HEALTH

**So umm,  
do you  
wanna  
change the  
world  
together?**

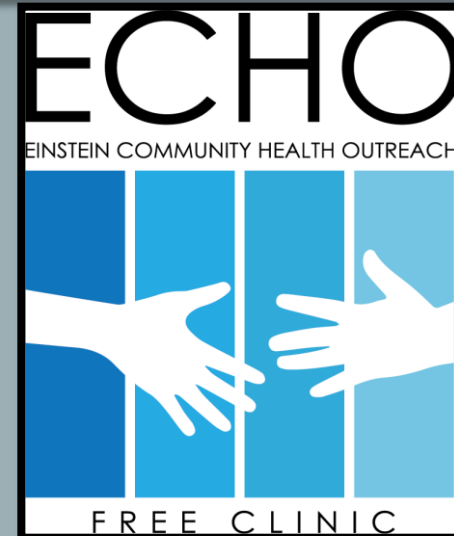
## GOALS & OBJECTIVES

- Family Physicians are Leaders
- Family Physicians are Change Makers
- The Family Physician Practice is the original Patient Centered Medical Home
- Lead from where you are
- Share the joy of accomplishing our good work together

LEADING FROM THE INSIDE



# CONNECT WITH MISSION DRIVEN ORGANIZATIONS



**MAKING CHANGE**

## HOW TO MAKE CHANGE

DO NOT COMPLAIN

**PLAN**

DO NOT ASK

**ACT**

IF YOU FAIL

**OWN IT**

WHEN YOU SUCCEED

**SHARE IT**







# FAMILY PHYSICIAN

Urban Horizons Family Health Center

One stop away from Yankee Stadium on the 4 or D

Family Physician 2007- present



## SERVICES WE PROVIDE

- Full Family Care all ages and genders
- Prenatal Care (no deliveries)
- HIV Care (COMPASS Team)
- Full Spectrum Reproductive Health Care (ultrasound onsite)
- IUD Placement / Nexplanon Placement
- Other in office procedures
- Group Visits (DM, Centering, Accupuncture)
- Suboxone
- And more...

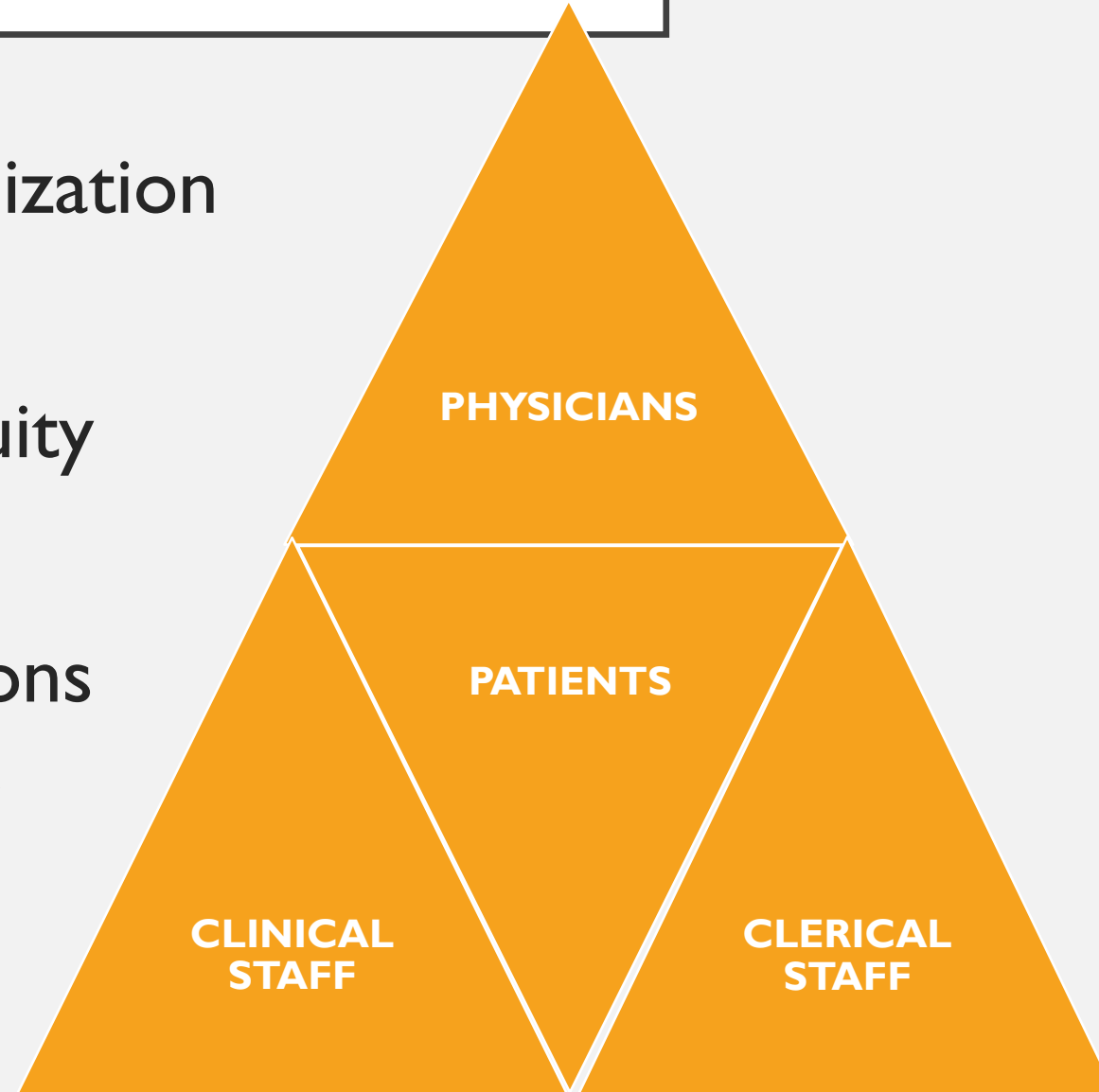
# STARTING OUT

- June 2007 graduated from Beth Israel Residency
  - Precepting at the Free Clinic
  - Working with IT
- Started working July 23, 2007
  - 0.7 FTE a week @ Urban Horizons
  - 0.2 FTE a week @ Health Care for the Homeless
  - Precepting at the Free Clinic
- Shortly took on Clinical Lead Patient Centered Medical Home
  - NCQA (& Joint Commission) first for my site, then the organization as a whole



## SIX CONCEPT AREAS OF PATIENT CENTERED MODEL OF CARE

- Team Based Care and Practice Organization
- Knowing and Managing Your Patients
- Patient-Centered Access and Continuity
- Care Management and Support
- Care Coordination and Care Transitions
- Performance Measurement & Quality Improvement





# MEDICAL DIRECTOR

Urban Horizons Family Health Center

Medical Director 2010-2018

Associate Medical Director ECHO & NYC Free Clinics

# URBAN HORIZONS – PATIENT CARE AREA

- 7 Clinical Exam rooms
- Nursing
  - Nurse room
  - Nurse Manager Room
  - Dirty Utility room
  - 3 MOA Cubicles
- 1 Care Manager/Navigator/ Psychiatry Room
- 2 Social Work Room
- 2 COMPASS Team Rooms
- 5 Student / Staff work stations

CLINICAL  
STAFF



# URBAN HORIZONS - STAFF

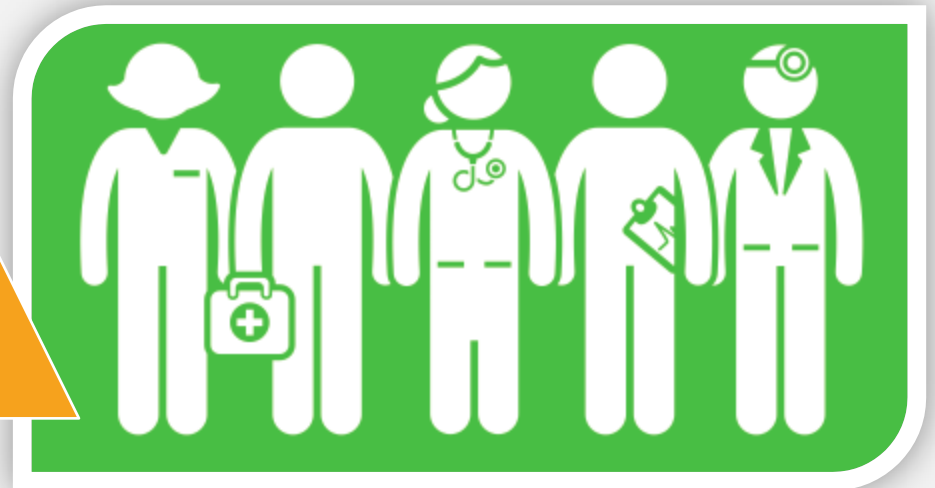
- General Medical
  - Physicians
    - 5 MD/DOs
  - Nursing/Front Desk
    - Practice Administrator
    - Nurse Manager
    - 3 RNs
    - 6 MOAs
    - 1 Lead PSR
    - 1 PSR
  - Mental Health / Case Management Services
    - 1 SW (Spanish speaking)
    - 1 Case Manager

## PHYSICIANS

- COMPASS
  - Home Visit Program
    - 1 Senior Staff
    - 2 Care Navigators
  - PEER Program
    - 1 Senior Staff
    - 2 Care Navigator

## CLERICAL STAFF

## CLINICAL STAFF



# URBAN HORIZONS - OUR PATIENTS

PATIENTS

- Most from close surrounding underresourced community
- Largely Spanish speaking
- Medicaid Managed care
- Small Uninsured population
- Small Medicare population
- Heavy mental health burden
- 20% peds, 50% women, 30% men

THE TEST OF OUR PROGRESS  
IS NOT WHETHER WE ADD MORE  
TO THE ABUNDANCE OF THOSE  
WHO HAVE MUCH, IT IS WHETHER  
WE PROVIDE ENOUGH FOR  
THOSE WHO HAVE TOO LITTLE.





# CHIEF MEDICAL INFORMATION OFFICER

2006 Madison Avenue NY, NY 10003

The Institute for Family Health

# INFORMATION TECHNOLOGY

- Knowing and Managing Your Patients
- Patient-Centered Access and Continuity
- Care Management and Support
- Care Coordination and Care Transitions
- Performance Measurement & Quality Improvement
- ITs Practice Management Team
  - NCQA Medical Home Project
  - Meaningful Use Project
- Healthix & Bronx HIE /RHIO





# VICE PRESIDENT FOR INNOVATION & OPTIMIZATION

The Institute for Family Health  
Mid-Hudson, Bronx, Manhattan, and Brooklyn

# INSTITUTE SITES

## **Bronx**

- Urban Horizons
- Mt. Hope
- Stevenson
- Walton\*
- Mental Health
- Frisbee (MH)
- Westchester Sq

## **Manhattan**

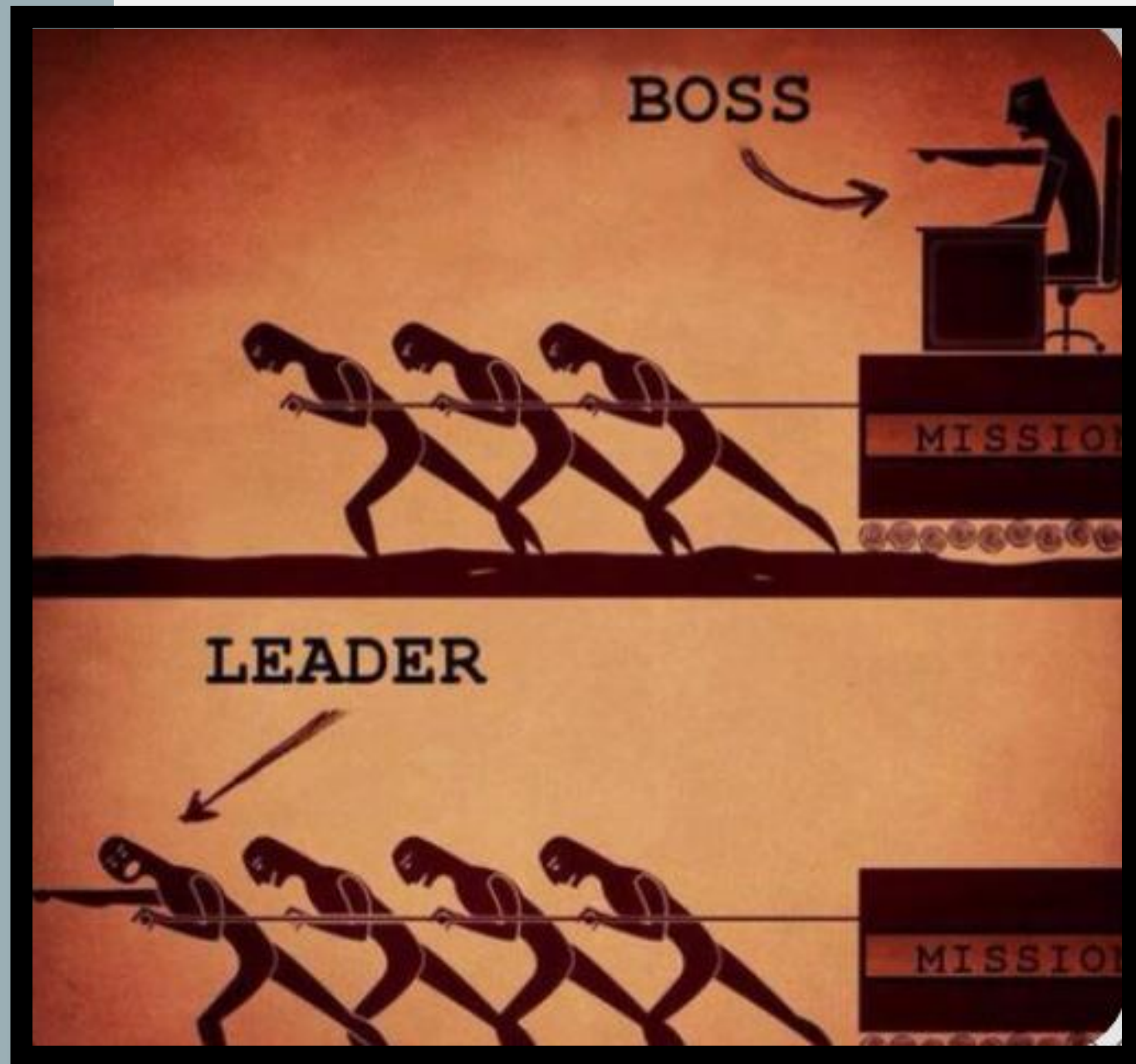
- Harlem\*
- 17<sup>th</sup> Street\*
- Amsterdam
- Homeless Sites
- School Based
- CASES
- Mental Health

## **Mid-Hudson**

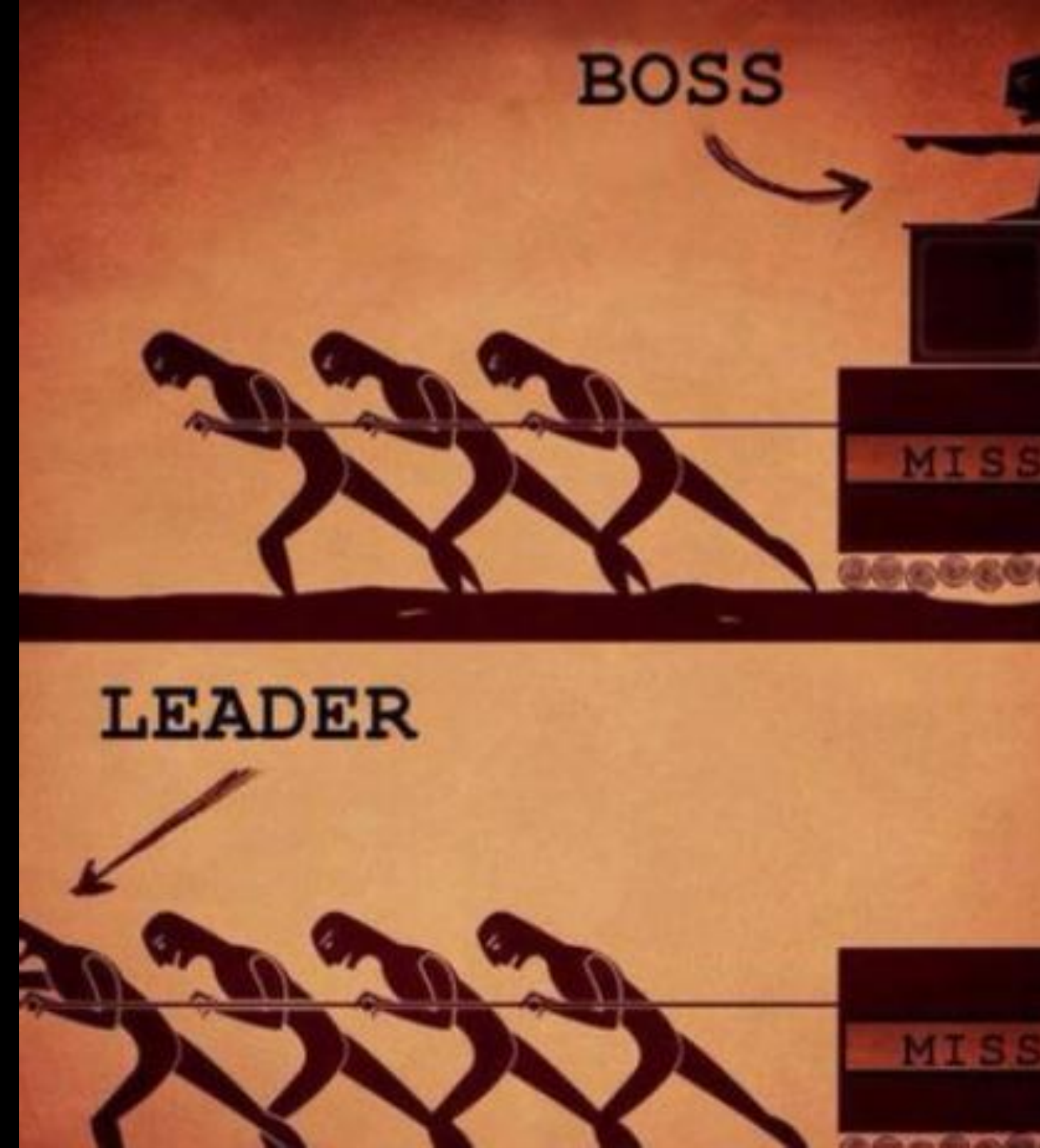
- Kingston\*
- New Paltz\*
- Port Ewen
- Ellenville\*
- Hyde Park
- School Based
- Mental Health

\* Community health center teaching site or Academic site

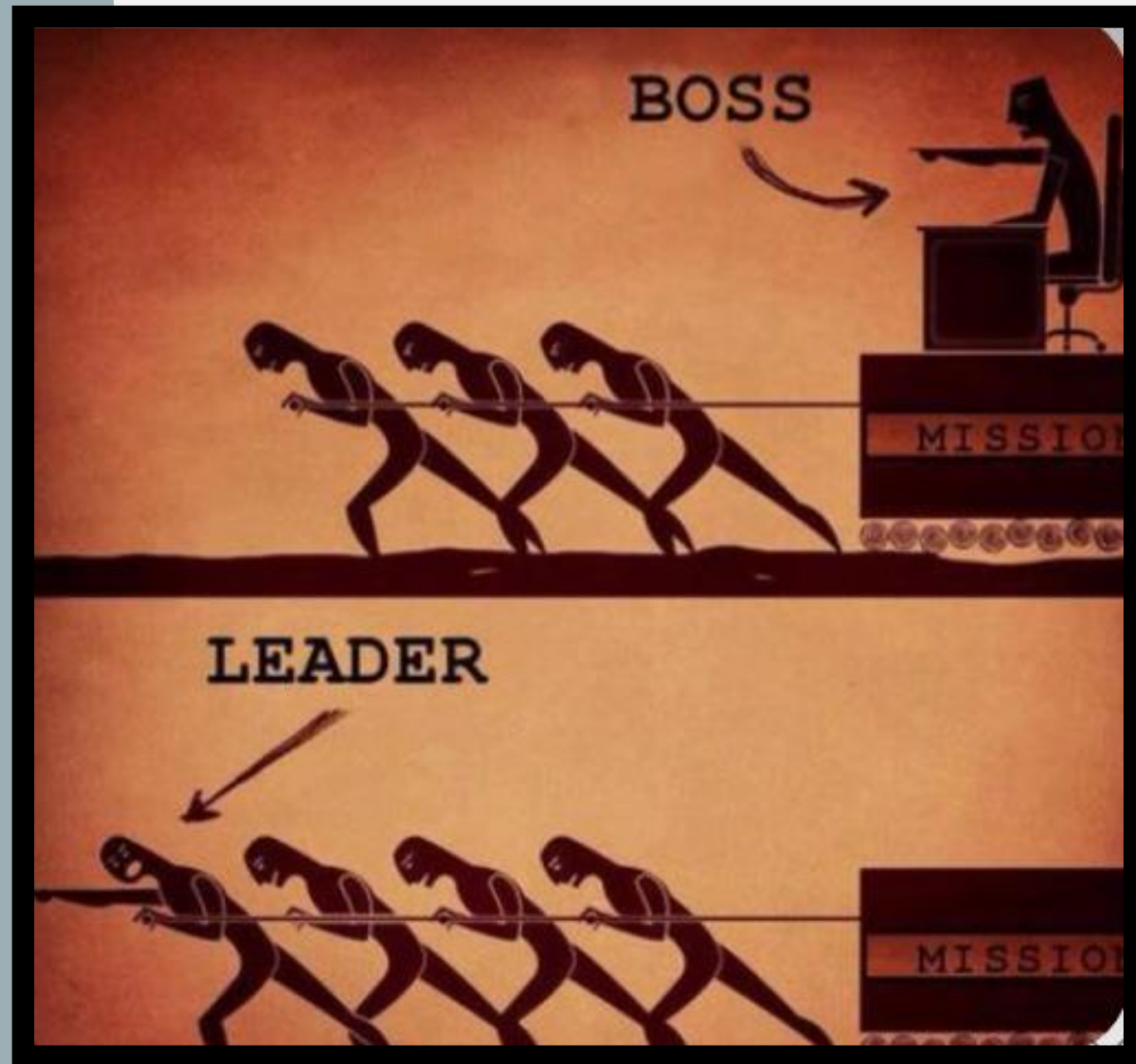
DO YOU WANT TO BE A  
BOSS?



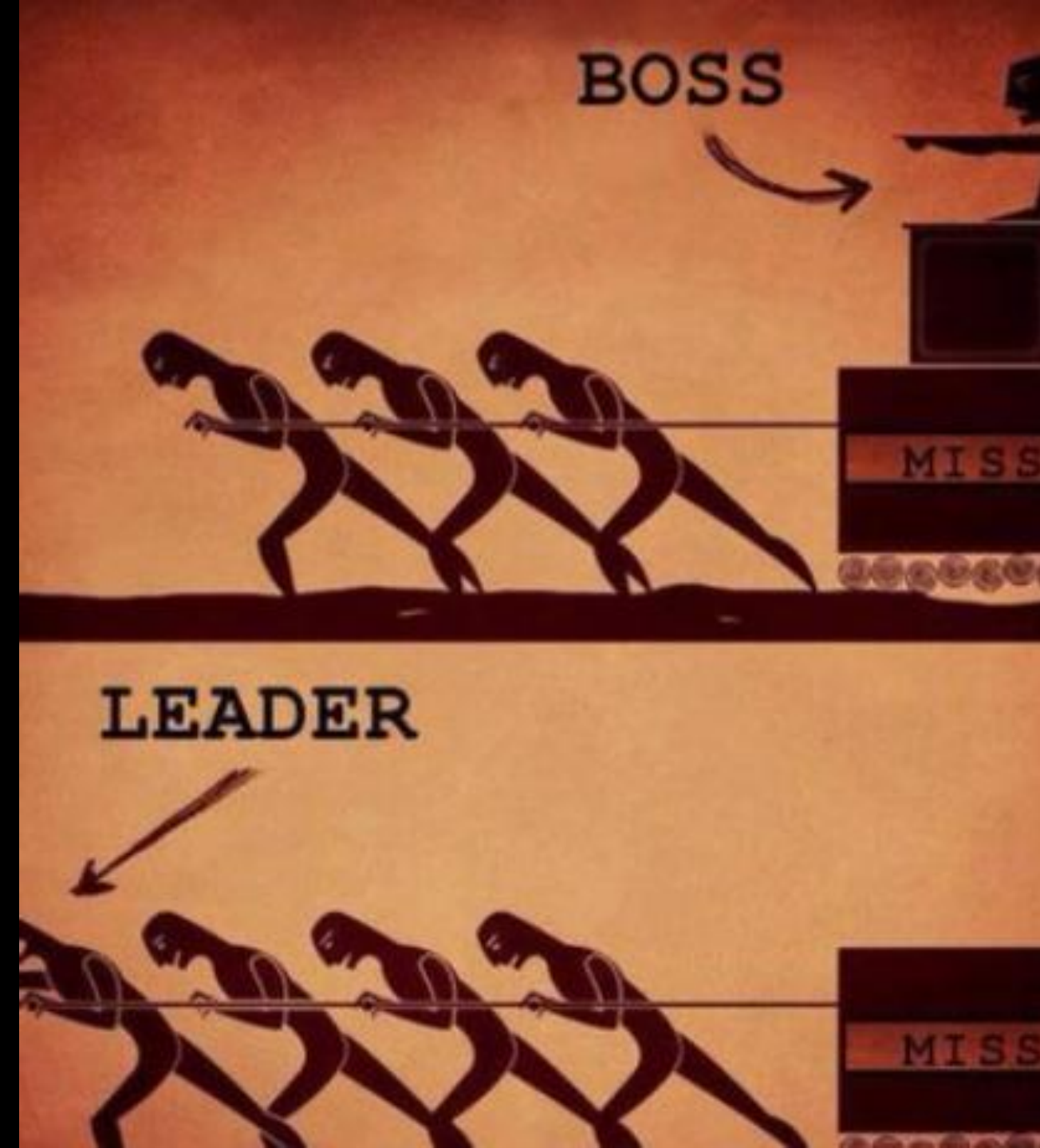
BOSS:  
DEMANDS  
RELIES ON AUTHORITY  
ISSUES ULTIMATUMS  
SAYS "I"  
USES PEOPLE  
TAKES CREDIT  
PLACES BLAME  
IDENTIFIES PROBLEMS  
SAYS "GO"  
MY WAY IS THE ONLY WAY



DO YOU WANT TO BE A  
LEADER?

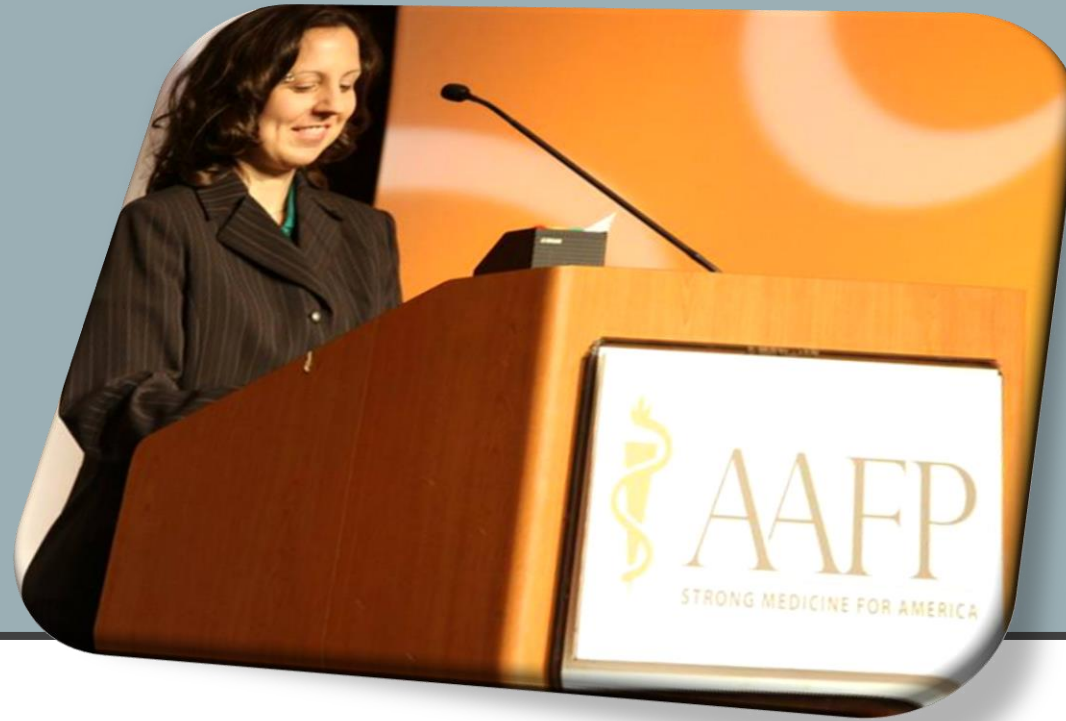


LEADER:  
COACHES  
RELIES ON GOODWILL  
GENERATES ENTHUSIASM  
SAYS "WE"  
DEVELOPS PEOPLE  
GIVES CREDIT  
ACCEPTS BLAME  
PROMOTES SOLUTIONS  
SAYS "LET'S GO"  
STRENGTH IN UNITY









## AAFP LEADERSHIP

Develop & diversify family  
physician leadership

## CREATE NEW/EQUAL OPPORTUNITIES FOR FAMILY PHYSICIANS TO LEAD

- Commission on Diversity, Equity & Inclusiveness in Family Medicine
- Commission Structure Revision
- Health Equity Fellowship
- Leading Physician Well-being



## EDUCATE MEMBERS ABOUT LEADERSHIP OPPORTUNITIES



- Developing webpage to share leadership opportunities with students, residents and active members throughout the year
- Various communications will seek to educate members about leadership and how they can get involved

## IDENTIFY & PROVIDE LEADERSHIP EDUCATION RESOURCES

- Leading Physician Well-being Certificate Program will host a third cohort in 2023
- *The 10-Minute Leader* on-demand package will be released as a member benefit this fall
- Eight leadership CME sessions will be featured at FMX





# THE MEDICAL HOME

COMMIT, TRANSFORM, SUCCEED



**BECOME THE PHYSICIAN  
THAT YOU WROTE ABOUT IN  
YOUR PERSONAL STATEMENT.**

**JOIN  
THE  
#FMREVOLUTION**



# WHAT I LEARNED...

#1 - I am still learning

## THINGS I LOVE...



- Connecting with patients
- Connecting with students
- Feeling like my work has meaning
- Going home feeling good about what I did today even if I am tired
- Celebrating my family
- Feeling like a doctor is who I am not just what I do

**“I don't resent working long hours. I shouldn't- I'm the one who set up my life this way. I love to work. It's the thing that I get the most satisfaction out of-nd probably what I do best. Not that I don't enjoy days off. I love vacations and loafing around. But I think much of the world has the wrong idea of working. It's one of the good things in life. The feeling of accomplishment is more real and satisfying than finishing a good meal- or looking at one's accumulated wealth.”**

**~ JIM HENSON**

## WHAT I LEARNED...

- Say YES to trying something new
  - You will always be busy, but however much you do will fill up your life, somehow you will find the time and you will never know what project or endeavor is the one that totally makes sense until you try



"If you are always  
trying to be **NORMAL**,  
you will never know  
how **AMAZING**  
you can be."

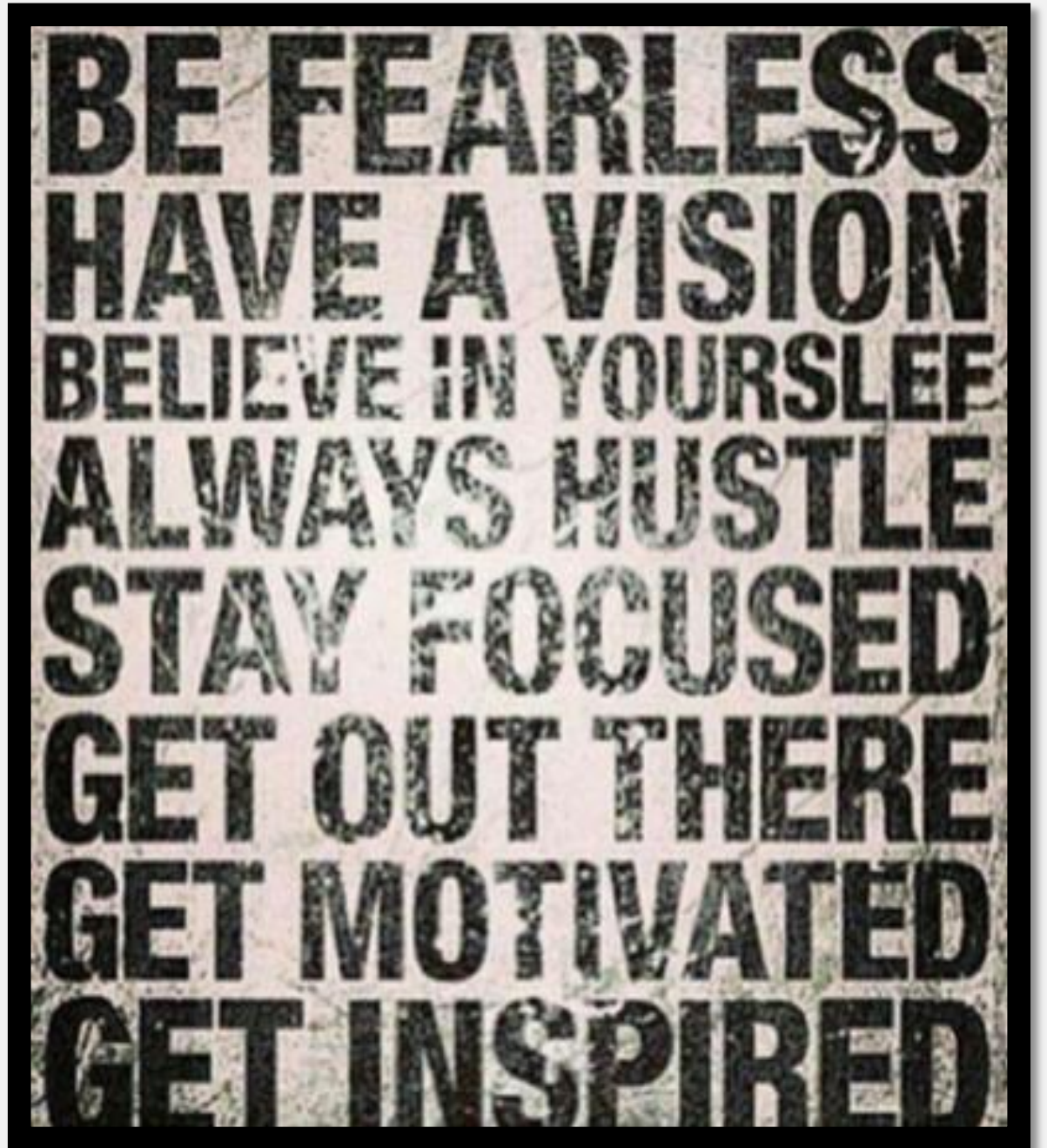
*- Maya Angelou*

## WHAT I LEARNED...

- Say **NO** to promotions that do not fit
  - A promotion will only feel like a promotion if it is something you want to do

## WHAT I LEARNED...

- Say what you want and do it
  - Do not assume you have to take what is available, say what you want and how you want to do it



ONLY DO IT IF YOU LOVE IT

THE ONES  
WHO ARE  
CRAZY  
ENOUGH TO  
THINK THEY  
CAN CHANGE  
THE WORLD,  
ARE THE  
ONES THAT  
DO



WHAT QUESTIONS DO YOU HAVE?



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SCNOSALMD.AAFP@GMAIL.COM

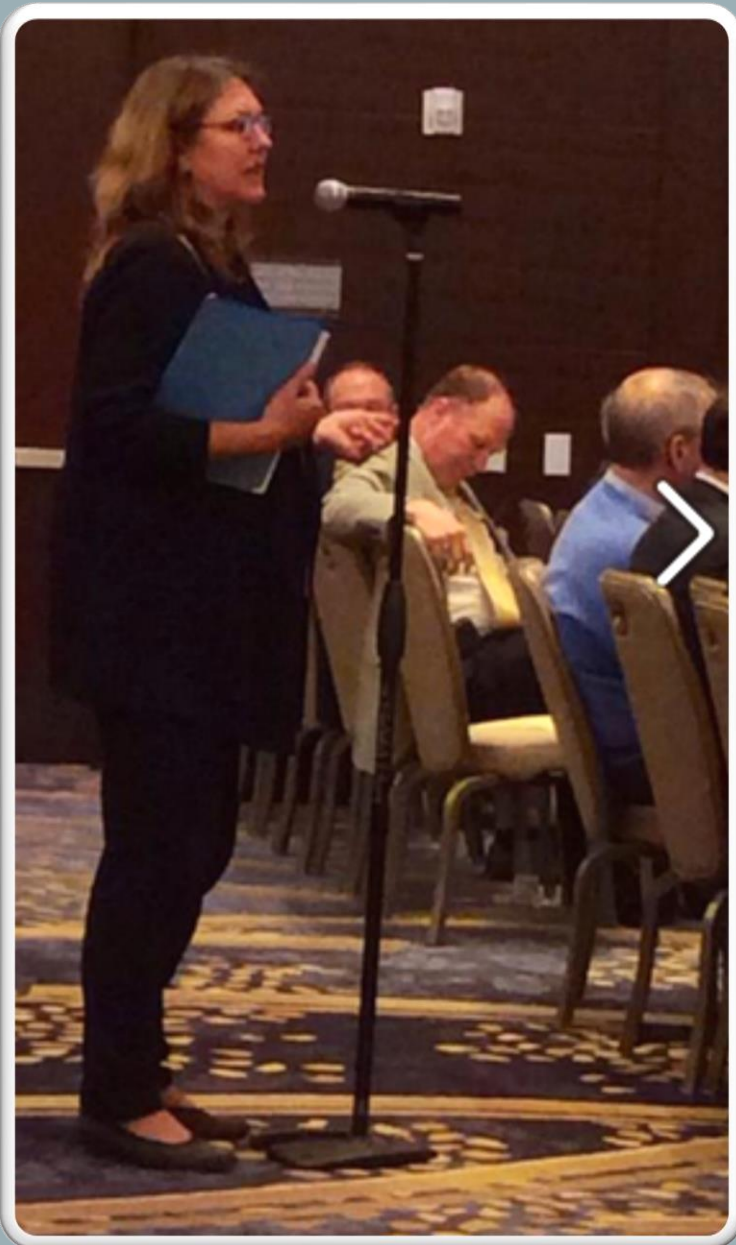
@SCNosalMD  
C-646.419.0702  
O-718.293.3900



Do not be daunted  
by the enormity  
of the world's grief.  
Do justly, now.  
Love mercy, now.  
Walk humbly, now.  
You are not obligated  
to complete the work,  
but neither are you free  
to abandon it.

- the Talmud

SHARE...



SHARE...

**LINDA PRINE, MD, FAAFP**

Mentor to All, First ever NYSAFP meeting I was dragged to was via Dr. Linda Prine, Medical Director of the Reproductive Health Access Project, Chapter President New York County Academy of Family Physicians, Past Chair of the New York State Academy of Family Physicians Board of Directors, Founder Reproductive Health Membership Interest Group

SHARE...

MARK JOSEFSKI, MD, FAAFP

Alternate Delegate New York  
State Academy of Family  
Physicians to American Academy  
of Family Physicians Congress of  
Delegates, Co-Health Services  
Director O+ Festival, Mid-Hudson  
past Program Director & current  
Upstate Clinician, NYSAFP Past-  
President 2014-2015





SHARE...

## IVONNE McLEAN, MD

American Academy of Family Physicians Commission on Diversity Equity and Belonging, past Young Physician Delegate AMA, Past Leader AAFP Reproductive Health Membership Interest Group, Chair New York State Academy of Family DEI Commission, Assistant Program Director Faculty Institute for Family Health Harlem, Past Empire Research Investigators Program Fellow, Past Reproductive Health Fellow

SHARE...



AMERICAN ACADEMY OF  
FAMILY PHYSICIANS

11400 Tomahawk Creek Pkwy., Leeswood, KS 66215-2680



Stand with your peers across the country.  
Join the American Academy of Family Physicians.

Save time. Save money.  
Find the support you enjoyed in residency.

Stand for  
family medicine.

★ SARAH NOSAL, MD • BRONX, NY

Join today \* [aafp.org/stand](https://aafp.org/stand)

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OTHER RANDOM STUFF

