Massachusetts Medical Society

2025–2026 | Annual Report

The Strength of Physician Leadership: A Year of Impact

"Our work shapes the future of medicine in our state, supports our physician members, and ultimately safeguards the health and well-being of the communities we serve."

—Olivia C. Liao, MD, FACS, MMS president, 2025–2026

Every day, physicians improve lives one patient at a time. Together, through the Massachusetts Medical Society, those individual efforts become a collective force that protects patients, advances medicine, and strengthens the health of every community in the Commonwealth. This year, physician leadership delivered meaningful results, not only for our profession but also for every person who depends on a strong health care system.



Impact at a Glance

More than **40 physicians and medical students** advocated on Beacon Hill.

MMS-championed prior authorization reforms stand to reduce this administrative burden by as much as three hours per week; this translates to roughly **140,000 hours returned to patient care activities**.

The physician volunteer license **fee was reduced from $600 to $25**.

The new Business Essentials for Health Care Professionals leadership program was launched with an **inaugural class of 30 physicians**.

Ten physician leaders represented MMS on the Commonwealth's most influential health policy advisory bodies.

The Grassroots Campaign on Vaccines spurred **more than 500 messages from physicians** advocating for legislation to strengthen childhood immunization policy by eliminating the non-medical (religious) exemption and requiring more complete, transparent school immunization data.

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Protecting Patients Through Advocacy

Health care policy shapes what happens in every exam room. This year, MMS physicians brought their expertise directly to lawmakers, regulators, and insurers to ensure patients continued to receive timely, affordable, high-quality care.

Together we:

- Opposed harmful federal Medicaid cuts that threatened access to care.
- Urged Congress to preserve tax credits from the Affordable Care Act.
- Advanced meaningful prior authorization reforms to reduce delays in patient care.
- Advocated for policies that strengthen and sustain primary care.
- Worked directly with insurers to reduce unnecessary administrative burdens on physician practices.

Defending Science and Public Health

During a time when scientific evidence continued to be challenged, MMS remained a trusted voice for evidence-based medicine.

MMS championed evidence-based medicine by:

- Supporting continued access to recommended vaccines.
- Partnering with the Massachusetts Department of Public Health to address vaccine hesitancy.
- Joining national legal efforts to defend science-based vaccine recommendations.
- Supporting continued access to reproductive health care.
- Advocating for overdose prevention centers as part of comprehensive harm reduction strategies.

Why it Matters

Patients deserve health care guided by evidence, and not politics or misinformation.

Strengthening the Future of Medicine

Building a stronger health care system means investing in physicians. Throughout the year, MMS focused on creating a practice environment where physicians can thrive.

Highlights included:

- Supporting the Massachusetts Physician Pathway Act to expand physician workforce opportunities.
- Successfully advocating to reduce the physician volunteer license fee from $600 to $25.
- Monitoring major health care market changes to protect affordability and patient access.
- Ensuring physicians remain central to statewide discussions on primary care reform.

These efforts strengthen both today's and tomorrow's workforce.

Developing Physician Leaders

Leadership doesn't end with medical school. Medicine is constantly changing. This past year, MMS expanded opportunities for physicians to develop new skills through the following:

Future Health: Best Practices for Advancing Care Conference

The conference brought together nationally recognized experts to explore leadership, innovation, AI, policy, and the future of health care for an audience of 126 physicians. More than 80 resident, fellow, and medical student primary authors participated in the poster session.

Business Essentials for Health Care Professionals

The program launched a practical leadership curriculum designed to help physicians navigate finance, management, operations, and organizational leadership.

Together, these programs prepared physicians not only to practice medicine but also to lead it.

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Leading Where Decisions Are Made

One of the Society's greatest strengths is something many members never see.

MMS physicians serve wherever Massachusetts health policy is being shaped.

This year, ten Society leaders helped guide policy through participation in:

- The Primary Care Task Force
- Health Policy Commission Advisory Board
- Governor Healey's Health Care Affordability Working Group
- MassHealth and Health Connector stakeholder forums
- Division of Insurance initiatives
- Blue Cross Blue Shield Foundation's OB3 Work Group

These seats at the table ensure physicians help shape decisions before they become policy.

Looking Ahead: Strengthening the Society for the Future

The Society also invested so it can continue serving physicians for generations.

This year included:

- Preparing for a modern headquarters designed around collaboration and member engagement.
- Welcoming Dr. Ted Calianos as Executive Vice President and CEO.
- Continuing governance and operational improvements that strengthen the Society's long-term sustainability.

Strong organizations are built to evolve. Looking ahead, MMS can draw on the progress achieved during Dr. Liao's presidency to navigate new challenges, seize opportunities, and continue advancing the Society's mission with purpose and confidence. In the words of Dr. Olivia Liao:

"I'm reminded that progress rarely happens all at once. It happens through persistence — through showing up, doing hard work, and leading with purpose even when the path is uncertain.

That's what we've done together — and that's what we'll continue to do."