Clearing Up Our Severe Weather Policy

Each level spells out:

- What is open or closed at Tufts MC
- Which employees are required to be at the Medical Center or at a clinic
- Attendance expectations
- Resources available to help team members plan ahead and/or to get work safely

Level 1 is the lowest, with light snow and light winds

Level 2 includes moderate snow and winds, with a winter storm watch or warning, and the MBTA is running with moderate delays

Level 3 is the highest, with heavy snow and high winds, a blizzard warning, state of emergency/proclamation,/or driving bans in Boston and Eastern Mass, and heavy delays or closing of MBTA routes.

Severe Weather Policy Clarification Highlights:

- Clarifies 3 levels of winter weather/snow/activity and their effect on Medical Center operations
- Sets job categories, expectations, resources and attendance for all 3 levels
- Offers safe commuting/planning ahead options for those who need to be on site
- Spells out what job categories are required to be on site and which aren’t required to be on site to ensure safe patient care during a Level 3 weather emergency (the highest level)
- Provides options for those who don’t need to be on site, including coming in to be part of a labor pool, using paid time off/vacation, going unpaid, possibly making up lost time and, for some, working at home
- Sets expectations and options for Ambulatory Clinic staff if clinics are closed.

S-N-O-W. Those four little letters may bring back memories of difficult commutes, endless shoveling and some confusion over our severe weather policy. Last winter also prompted many of our colleagues to take extraordinary measures to ensure they were here for our patients; we were proud to celebrate some of their stories in an award-winning issue of Working Together and feature them on TV and radio.

President and CEO Michael Wagner, MD pledged to make our policy clear and transparent for this winter. Frontline staff, leaders, our Employee Engagement Council and others gave input and feedback to create a policy with clear, consistent guidance across our campus while giving managers flexibility to work with team members to care for patients. The policy was shared with all employees earlier this month.

Our new policy sets three levels of weather advisory:

- Level 1 is the lowest, with light snow and light winds
- Level 2 includes moderate snow and winds, with a winter storm watch or warning, and the MBTA is running with moderate delays
- Level 3 is the highest, with heavy snow and high winds, a blizzard warning, state of emergency/proclamation/or driving bans in Boston and Eastern Mass, and heavy delays or closing of MBTA routes.

We are in the midst of one of the worst epidemics of opioid abuse in this country; the number of babies born with this condition has quadrupled in the past several years,” said Chief of Newborn Medicine Jonathan Davis, MD. “Shelly has gone above and beyond at every reasonable expectation to help our patients, and she’s been here to care for patients to get to work if those don’t are not taking up scarce parking spaces.

Many NAS kids have severe long-term health problems and developmental issues and the Sepulvedas’ children are no exception—seven-year-old Abby was born with HIV; seven-year-old Shaelin has ADHD, as does the couple’s oldest and only biologically child, 10-year-old Sam; six-year-old Tyler required a craniotomy at six months to restructure his skull so his brain could grow; and the two-year-old boy Shelly and Tami are in the process of adopting was recently diagnosed with autism and requires 17 hours of therapy per week.

As a nurse and Professional Development Director in the Tufts Medical Center Neonatal Intensive Care Unit (NICU), Shelly Sepulveda, RN, has a deep passion for caring for the smallest and sickest of babies. But it’s more than the compassionate care she provides inside the NICU that makes Shelly so extraordinary. It is what she has done when many of these babies are ready to leave the NICU that truly sets her apart.

Over the past decade, Shelly and her wife Tami (a former NICU nurse of 20 years herself) have opened up their home and their lives to NICU babies. They have made a place to go upon discharge. In that time they’ve fostered 16 children, three of whom they ultimately adopted, a fourth adoption of a toddler who spent four months in the Tufts MC NICU and the past two years in foster care with the Sepulvedas, is in process. Every one of these children was born with neonatal abstinence syndrome (NAS)—narcotic withdrawal symptoms from maternal drug use during pregnancy.

“We knew we had to take action so that something positive came out of this tragedy,” Shelly said.

Foster kids have nothing, not even a blanket,” said Shelly. “People can help in many ways in addition to fostering and adoption—through donations of clothes, participation in mentorship programs and public advocacy to state and local government. Many of these kids’ parents and grandparents were in foster care too. Our goal is to motivate families to make a difference, help break the cycle and have a real impact on these children’s lives and futures. We want people to hear our story and say, ‘if they can do it, we can do it too!’

“There are four young children—and countless others—who would respectfully disagree.

To learn more about fostering and adoption, please visit the websites of the Massachusetts Adoption Resource Exchange (www.mareinc.org), the Department of Children and Families (www.mass.gov/eohhs/gov/departments/dcf/) or Adopt US Kids (www.adoptuskids.org).

A Loving, Supportive Family

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Many NAS kids have severe long-term health problems and developmental issues and the Sepulvedas’ children are no exception—seven-year-old Abby was born with HIV; seven-year-old Shaelin has ADHD, as does the couple’s oldest and only biologically child, 10-year-old Sam; six-year-old Tyler required a craniotomy at six months to restructure his skull so his brain could grow; and the two-year-old boy Shelly and Tami are in the process of adopting was recently diagnosed with autism and requires 17 hours of therapy per week.

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It’s not simple or easy,” Shelly admitted. “But these kids are worth it. We can’t imagine our lives without these children and I don’t know what we would do if we didn’t have them in our lives. They have ground us and have defined who we are as a family.”
These phrases come up often when staff members talk about how they were injured while lifting a patient. Whether early in their careers or seasoned veterans, they know the importance of using proper lifting techniques, getting assistance from co-workers and using available equipment to help lift a patient. But they were injured in lifting a patient because their body was slightly incorrectly positioned or they didn’t wait for help or trust the equipment. Some of these staff members required surgery and others were not able to return to their jobs after the injury.

Enter the Safe Patient Handling Team—a group of employees from across the Medical Center dedicated to preventing these injuries. The team has worked for two years to craft a Minimal Lift Policy and Procedure that represents a shift in culture for our staff—moving employees away from physically lifting patients and toward using tools to do the lifting.

Right Tools and Training
Along with the policy, we must have the right tools in place and train staff to use them. In early December, every medical/surgical unit, Floating 7 and Ambulatory, received new, easy-to-use portable mechanical lifts that can safely move a patient from bed to chair or commune with just two staff members; this process used to often take four or more staff members.

In the event of a fall, the lifts can even pick up a patient from the floor. The lift used to safely cradle the patient stays with that patient until discharge, then is thrown away.

Super Users Lead Change
Professional Development is leading the staff training, beginning with 60–70 “super users” who have experience operating the lifts. They are now educating their colleagues and championing the cause.

“[Super user] model is very important in helping to change practice and behavior,” said Diane Gills, Director of Professional Development for Patient Care Services. “We are ahead of most other hospitals in Boston.”

The five animals include: Sage, a wise owl; Mica, a resilient ant; Buff, a loyal badger; Elbo, an adaptable octopus; and Cozi, a cheerful elephant. The Toughlings’ job is to brighten our physical spaces, make them more child-centric and remind kids getting their care here of their inner strength. When children come across a Toughling, it gives them encouragement that they will be able to handle anything that comes their way.

Which Toughling Are You? Find Out!
In addition to the facility enhancements, we have created www.TheToughlings.org to provide information about The Toughlings and their unique attributes. Patients (or parents and staff) can even take a quiz to find out which Toughling they are.

Child Life is using The Toughlings when working with patients, and soon there will be stickers of The Toughling characters available for patients. There will be many other opportunities in the future to use The Toughlings to make our facilities more engaging and comforting for children.

Building Awareness of Floating Hospital
In addition to this internal work, we will embark on a larger, external marketing campaign this year, which includes infusing The Toughlings look and feel into the website and integrating affiliate hospital campaigns into the larger brand message. Stay tuned for more ways The Toughlings will enhance our spaces and comfort our patients.

Have a suggestion? Contact Manager of Public Affairs and Communications for Floating Hospital Laura Pierce. “People are excited about the changes and there already have been requests to use The Toughlings in other ways to support the campaign.”

If These Walls Could Talk
The beautiful habitats in which The Toughlings live (for example, Elbo’s environment is much greater than their size would speak volumes to brighten our physical spaces by installing messages from the video in the elevator banks, wrapping our MRI trailer with photos of our patients and hanging posters to proudly reinforce our message. “No matter what we do in, whichever I see those kids’ faces on the trailer, some of whom I know, it changes my mood to a good one,” said Sandra Pelton, Senior Clinical Coordinator in the Center for Children with Special Needs.

Joyful, inspirational messages are also added to the 2nd, 4th and 7th floors. “The wall designs in Floating Hospital are fabulous,” said PICU Nurse Joli Omara, RN. “They are instigating, fun, cheerful and have generated a lot of positive attention.”

In 2015, we launched a fresh new marketing campaign for Floating Hospital for Children. The central message of the campaign—You Don’t Have to Be Big to Be Strong—speaks volumes about our patients’ strength and our staff’s commitment. We introduced this message through a powerful video and social media campaign that also began to brighten our physical spaces by installing messages from the video in the elevator banks, wrapping our MRI trailer with photos of our patients and hanging posters to proudly reinforce our message. “No matter what we do in, whenever I see those kids’ faces on the trailer, some of whom I know, it changes my mood to a good one,” said Sandra Pelton, Senior Clinical Coordinator in the Center for Children with Special Needs.

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Meet The Toughlings
The newly updated Floating 3 elevator bank. The five animals include: Sage, a wise owl; Mica, a resilient ant; Buff, a loyal badger; Elbo, an adaptable octopus; and Cozi, a cheerful elephant. The Toughlings’ job is to brighten our physical spaces, make them more child-centric and remind kids getting their care here of their inner strength. When children come across a Toughling, it gives them encouragement that they will be able to handle anything that comes their way.

"We’re finding that not only do patients identify with one or more of these animals, but so do staff,” said Manager of Public Affairs and Communications for Floating Hospital Laura Pierce. “People are excited about the changes and there already have been requests to use The Toughlings in other ways to support the campaign.”

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At Tufts Medical Center and Floating Hospital for Children, we take great pride in treating each patient as if they were a member of our own family. So it’s really not surprising that strong family ties run deep throughout the institution. Here is one of many family legacy stories at our Medical Center:

Tufts Medical Center held a special place in the hearts of sisters Ina Butler and Claudette Fenton long before they began working here.

More than 50 years ago, their mother, Mavis Malcolm, immigrated to the United States from Jamaica, in search of a better life for her family. She left behind her husband, 11 children and their family farm in her home country to start a new life in the United States. Mavis Malcolm, immigrated to the United States from Jamaica, in search of a better life for her family. She left behind her husband, 11 children and their family farm in her home country to start a new life in the United States.

Malcolm’s husband and children would soon follow her—both to Boston and to Tufts Medical Center over the years. We really have invested in this place,” said Fenton. “I was married and had two sons while working here. Our family has put so much time and energy into the Medical Center over the years. We really have invested in this place.”

According to the World Health Organization, the rate of cesarean delivery in China is the highest in the world. A widespread fear of labor pain has resulted in a high percentage of patients requesting a cesarean section, leading to China’s 46.2 percent cesarean rate, said Anesthesiologist Peishan Zhao, MD. “While labor epidural analgesia is commonly used in the United States, it is not widely provided by hospitals or used by patients in China, because of the misconception that the medication will harm the baby and mother.”

Fenton has logged 32 years at Tufts MC, primarily in the Finance Department, where she currently serves as a Fixed Asset Manager. While Fenton did not intend to spend so many years with the same organization, something intangible about the Tufts MC culture genuinely appeals to her.

"There’s a scrappiness about this place with which I have always identified," said Fenton. "Institutionally, we always find a way to bounce back."

But perhaps the primary reason behind the sisters’ steadfast loyalty to the organization is the high-quality care they and their families have received for a half-century. "The great care we provide makes me proud to be a Tufts MC employee and is the driving force behind why I have stayed," said Fenton. "I would not have continued to work here all these years if I didn’t think the care was exceptional."

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With the goal of promoting the safety of labor epidural analgesia and encouraging vaginal birth, Dr. Zhao organized a trip to China in early November, 2015. He was joined by Director of the Perinatal Diagnostic Center George Graham, MD and Pediatric Cardiologist Liwen Tang, MD. The three physicians visited ZunYi Women and Children’s Hospital in underserved areas in China, and taught the local medical staff how to manage labor epidural analgesia and possible complications. They also worked side-by-side with the care teams in the labor & delivery and operating rooms.

In addition, the three physicians presented at a conference on “No Pain Labor and Delivery and Obstetric Hot Topics.” Their lectures were attended by more than 350 health care providers from hospitals across the city.

“We were very pleased and encouraged that our visit and message were so well-received,” said Dr. Zhao. “We are hopeful that the success of this mission will bring better clinical outcomes for Chinese patients and also lead to further future collaboration between ZunYi Women and Children’s Hospital and Nanchang Hospital and physicians at Tufts Medical Center.”

Ina Butler has spent the entirety of her 40-year professional career at Tufts MC—first 31 years in Information Services and the last nine as a practice coordinator in Dermatology. "I always liked the camaraderie here and the welcoming nature of the hospital," said Butler. “I've seen plenty of people come back to Tufts MC after leaving, because they missed the family atmosphere.”

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Ina Butler’s first Tufts MC ID card from 1975.
Celebrating 20 Years of Critical Support for Cancer Care and Research

THE CAM NEELY FOUNDATION’S GENEROSITY HAS HAD A PROFOUND IMPACT ON THE CARE AND EXPERIENCE OF TENS OF THOUSANDS OF TUFTS MC CANCER PATIENTS.

The Perfect Partnership

When NHL Hall of Famer and BostonBruins President Cam Neely established The Cam Neely Foundation in 1997, he had a clear vision of the type of hospital beneficiciary with which he wanted to partner. Neely’s parents, Michael and Marlene, passed away from brain cancer and colon cancer, respectively, and Neely wanted to honor their memory by helping other patients and families going through similar difficult experiences. Neely researched and visited a number of Boston hospitals, but ultimately was drawn to the warm culture at Tufts Medical Center, its can-do attitude and the ample opportunities to make a true difference in the lives of cancer patients.

“We are blessed to have been able to help so many people,” from Tufts House to the Pediatric Bone Marrow Transplant Unit and everything in between, at both Tufts Medical Center and Floating Hospital for Children, said Neely. “As a Foundation, we look forward to continuing to provide comfort, support and hope to cancer patients and their families.”

The Neely House

The Cam Neely Foundation is comprised of the Neely House and The Neely Cancer Fund. Since 1997, more than 6,500 Tufts MC cancer patients and their families have taken up short- or long-term residence at The Neely House in Waltham for support while undergoing treatment at Tufts MC. The only on-site hospital hotel of its kind in Boston, The Neely House has 16 rooms (including two shared kitchens and two shared living rooms) that can be rented for a nominal cost, which The Cam Neely Foundation covers in full in cases of financial hardship. Tufts MC patients receiving treatment for a current cancer diagnosis, and their families, can stay at The Neely House for as long as is needed. In addition, The Neely Pediatric Bone Marrow Transplant Unit on Floating 6 includes a “mini Neely House,” with three apartments within the unit. Just steps from the pediatrics patient rooms, families of inpatients are welcome to stay, free of charge.

“The Neely House is a place where cancer patients and families can feel removed from the hospital environment but still be close to their ongoing treatments,” said Director of Operations & Events for The Cam Neely Foundation Danielle LaVoie. “The environment promotes peace and calm while offering convenience and affordability, so patients and families have fewer things to worry about and can direct their full focus toward getting well.”

The Neely Cancer Fund

The Neely Cancer Fund supports opportunities to improve the lives of pediatric and adult cancer patients, through treatment, medical research and renovations of clinics and other cancer-related spaces.

“The Cam Neely Foundation’s support has been the cornerstone of our clinical cancer research program,” said Chief Scientific Officer Richard Karas, MD, PhD. “The Foundation’s generosity has allowed us to offer potentially life-saving, cutting-edge treatments to hundreds, if not thousands, of patients over the past 20 years.”

For two decades, no entity has made a bigger impact on cancer care delivery at Tufts MC than The Cam Neely Foundation, said Medical Director of the Tufts Cancer Center Jack Erban, MD. “Every project has been a remarkable success. The Neely brand of cancer care has been nothing short of exceptional, bringing the best possible cancer services and research opportunities to Tufts MC patients.”

In all, The Cam Neely Foundation has supported the creation and/or renovation of eight areas at the Medical Center, including The Neely Center for Clinical Cancer Research, The Michael Neely Pediatric Bone Marrow Transplant Unit, The Michael Neely Neuroscience Center and the most recent project, The Marlene Neely Endoscopy Suite, which is currently under construction.

The Marlene Neely Endoscopy Suite

With the goal of making a state-of-the-art space that is calming and inviting for patients and caretakers to the needs of clinical staff, The Cam Neely Foundation pledged $1.5 million toward the creation of The Marlene Neely Endoscopy Suite on Procter 3. The Endoscopy Suite has been specially designed to reflect Marlene Neely’s love of Hawaii, with stone and frosted glass creating a comforting and peaceful environment for patients and families. After a lengthy process to secure Department of Public Health approval for the renovation, construction is now underway, with an anticipated completion before the end of 2017.

“The faculty in the Division of Gastroenterology and our patients are eternally grateful to The Cam Neely Foundation for its generous support in helping us modernize and update our entire Digestive Disease Center,” said Chief of Gastroenterology/Hepatology Joel Weinstock, MD. “This renovation and creation of The Marlene Neely Endoscopy Suite assures that our patients will receive the best conceivable care in a technologically advanced facility. The Cam Neely Foundation continues to make a real difference in health care, every day and in every way.”

Neely House Mainstay Patricia Rowe Retires After 18 Years

Imagine serving as an innkeeper, confidant and friend to cancer patients and their families—247— for 18 years? At the end of December, Patricia Rowe retired from her job as Neely House Manager after nearly two decades of remarkable service in those roles.

In previous careers, Rowe had been a critical care nurse (at one point caring for AIDS patients in New York City at the height of the AIDS crisis) and an innkeeper, a background which made her perfectly suited for the work she undertook here. As Neely House Manager since its opening in 1997, Rowe oversaw more than 6,500 patient/family stays. The emotional resources needed for a job in which many of your guests may create their last memories in your “inn” are obviously considerable. When asked how she did this work for so long, she replied “I just live and breathe cancer care.”

For the first two decades, Rowe has rented her own apartment in her hometown of Rockport. Leaving her home of nearly two decades isn’t easy, but she looks forward to her next chapter with gratitude for what she has experienced. “These 18 years have been more of a gift to me,” she said. “It’s woven such a wonderful tapestry of my life.”

Over the past two decades, The Cam Neely Foundation for Cancer Care, which celebrated its 20th anniversary in 2015, has had a transcendent impact on the delivery of cancer care at Tufts Medical Center. A 100 percent of the The Cam Neely Foundation’s charitable contributions—nearly $30 million in total donations since the Foundation’s inception—have benefited Tufts MC and the treatment, research and emotional support of its cancer patients.

“The impact that Cam Neely has had on Tufts Medical Center is immense,” said President and CEO Michael Wagner, MD. “He has constantly and consistently supported our patients, our clinicians, our researchers and the larger cancer community. When you walk around Tufts MC, you see so many places he has touched with his philanthropy and his heart. We are a better Medical Center because of the generosity of The Cam Neely Foundation and all those behind it. It is wonderful to celebrate its 20 years of miracles.”
Some of the Best Pediatric Hospitalists Aren’t in Boston

Through this new clinical affiliation, Floating Hospital faculty serve as pediatric hospitalists—impotent pediatricians—at Cape Cod Healthcare, so that children have dedicated doctors overseeing their care, all day and all night. Hospitalists also serve as the vital link between families, specialists and referring pediatricians. Hospitalists work with pediatricians to ensure a smooth transition back to home and school. They consult with medical staff in the Emergency Department and care for newborns in the nursery. Those working on Cape Cod even perform regular rotations at Floating Hospital’s Neonatal Intensive Care Unit to increase their expertise and in turn, enhance their community nursery. Hospitalists from our other affiliate hospitals perform regular rotations in Floating Hospital’s Inpatient Unit on Floating 7.

In October 2015, we announced our newest partner in pediatric healthcare—Cape Cod Healthcare in Hyannis, MA—where we now partner in pediatric healthcare—Cape Cod Healthcare becomes the fifth hospitalist—inpatient pediatricians—at Cape Cod Healthcare, so that children have dedicated doctors overseeing their care, all day and all night. Hospitalists also serve as the vital link between families, specialists and referring pediatricians. Hospitalists work with pediatricians to ensure a smooth transition back to home and school. They consult with medical staff in the Emergency Department and care for newborns in the nursery. Those working on Cape Cod even perform regular rotations at Floating Hospital’s Neonatal Intensive Care Unit to increase their expertise and in turn, enhance their community nursery. Hospitalists from our other affiliate hospitals perform regular rotations in Floating Hospital’s Inpatient Unit on Floating 7.

In the Community

Cape Cod Healthcare becomes the fifth community hospital member of Floating Hospital’s Distributed Pediatric Network, joining Lowell General Hospital, Lawrence General Hospital, MetroWest Medical Center and Signature Healthcare Brockton Hospital. Floating Hospital neonatologists also oversee the Melrose-Wakefield Hospital’s special care nursery; Floating Hospital Specialty Centers in Framingham, Woburn, Chelmsford, Westford and Lawrence provide subspecialist care for children on an outpatient basis.

“We are constantly striving to increase the level of pediatric care in the community and partner with kids, families and local pediatricians,” said Elisabeth Schankey, MD, MSc, Chief of Pediatric Hospitalist Medicine at Floating Hospital. “When it comes to their child’s care, travel should be the last thing parents have to worry about.”

To generate awareness of the new partnership with Cape Cod Healthcare, digital ads targeting parents on Cape Cod ran for a month on sites such as Pandora, CapeCodOnline.com, Facebook, Pinterest and Parenting.com following the launch. To learn more, visit www.CapeCodHealth.org/Floating.

In October 2006, a new license plate appeared on Massachusetts roads. The plate featured a pink ribbon and an emphatic message: “Cure Breast Cancer.” Nearly a decade later, a special event in October in 2015 marked the beginning of a yearlong celebration of the plate’s 10th anniversary and the start of a fundraising initiative to reach $1 million raised from license plate sales before the end of the 10th anniversary year.

To date, sales of the “Cure Breast Cancer” license plates have totaled more than $900,000 for Tufts MC’s Diane Connolly-Zaniboni Breast Cancer Research Fund, created in memory of Diane Connolly-Zaniboni, a wife, mother, attorney and Tufts MC patient, who passed away in 2000 at the age of 39 from inflammatory breast cancer, a rare and aggressive form of the disease.

The Diane Connolly-Zaniboni Breast Cancer Research Fund finances three main initiatives: research on both non-inflamatory and inflammatory breast cancer; a visiting professorship on inflammatory breast cancer; and a scholarship program, the Diane Connolly-Zaniboni Scholarship in Breast Cancer Research. Current Zaniboni Scholar, Breast Health Center Physiian Rachel Buchsbaum, MD, has received grant funding for her research on breast cancer and how it metastasizes.

A grassroots initiative

Following Connolly-Zaniboni’s diagnosis in 1998, she and her five sisters, including Janice Connolly-Laubenstein, began to campaign for a Massachusetts license plate to support breast cancer research. By chance, after Diane’s passing, Connolly-Laubenstein met Deb McNeill, a breast cancer survivor, at a breast cancer awareness event in 2004. McNeill was working on the exact same initiative, so when the two women learned about each other’s efforts, they joined forces to get the necessary 1,500 signatures to register a special plate in Massachusetts.

“It was a real grassroots effort,” said McNeill. “We did a tremendous amount of work to get the plate on the road.” The cure group of volunteers, half a dozen “determined, stubborn women,” dubbed itself the Cure Breast Cancer License Plate Initiative. After about two years of campaigning, they had the necessary signatures to make the license plate a reality. They decided that license plate sales should benefit Tufts MC in honor of Connolly-Zaniboni and the treatment she received at the Medical Center, and because Tufts MC is one of a select few centers in the north-east that has a special interest in inflammatory breast cancer research.

“These women deserve a tremendous amount of credit for being able to make this happen,” said Clinical Director of the Cancer Center Jack Erban, MD. “It really was a sustained and very dedicated effort.”

According to philanthropist Scott Neely, the plates have raised an average of $184,000 per year since their approval. All proceeds from license plate sales go directly to the Diane Connolly-Zaniboni Breast Cancer Research Fund.

“In addition to raising money for an important cause, the plates keep Diane’s memory alive,” said Connolly-Laubenstein.

approaching a milestone

A special celebration of the beginning of the license plate’s 10th anniversary year was held in the Tufts MC atrium on October 15, 2015. Mayor Marty Walsh’s office sent a proclamation honoring the milestone. Dr. Erban read and presented to McNeill and Connolly-Laubenstein at the event. Dr. Erban, McNeill, Connolly-Laubenstein, House Majority Leader Ron Mariano, Dr. Buchsbaum, Tufts MC President and CEO Michael Wagner, MD, and Inflammatory Breast Cancer Survivor Sue Asci, were among the featured speakers. The program and reception was followed by the Dance Queenially Zaniboni keynote lecture, presented by this year’s Zaniboni Visiting Professor Victoria L. Seewaldt, MD, Associate Cancer Center Director and the Ruth Ziegel Professor and Chair of the Department of Population Science at City of Hope National Medical Center in CA.

“The celebration was a wonderful recognition of an impressive milestone and an important legacy,” said Dr. Erban. “More than 5,000 ‘Cure Breast Cancer’ license plates have been purchased so far and it’s a great feeling every time I see one on the road.”

“As we approach the 10-year anniversary and $1 million raised, I look back fondly on the Cure Breast Cancer License Plate Initiative and the level of commitment it took to make the plate a reality,” said McNeill. “The Cure Breast Cancer plate honors the memory of so many who have lost their battle with breast cancer and serves as a symbol of hope, strength and support to those currently fighting the disease.”

For more information about the Cure Breast Cancer License Plate Initiative, contact Tufts MC by calling 617-636-7856 or emailing giving@tuftsmedicalcenter.org.
Leadership is defined as the ability to guide individuals, teams or organizations; it is a necessary element to being an effective physician. Physicians are frequently placed in leadership positions with patients, families, research, health care organizations, and systems, institutions, and communities. Therefore, it is essential that residents are taught leadership skills during their training years.

The Accreditation Council for Graduate Medical Education (ACGME) recognizes the need for focused leadership training. Two of the six core competencies the ACGME developed to provide trainees with specific skill sets, knowledge, and values that become competent physicians—professionalism and interpersonal communication—are focused on building leadership expertise.

At Tufts MC, residents are trained to work alongside seasoned professionals and learn leadership skills by working alongside seasoned clinicians, researchers and educators. They have designed new work environments and curricula throughout each training program to address leadership and skill development. Residents also take part in organizational leadership throughout the Medical Center and are involved in many hospital and medical school committees, including those focused on education, quality of care, information technology and patient experience. In addition, the Resident Leadership Council, a group of peer-selected trainees, meets regularly to discuss issues and propose new ideas regarding the trainee work environment.

Recently, the GME Office teamed up with J3Personica, an organization focused on understanding health care providers’ personalities, to help residents identify their own leadership strengths and weaknesses, recognize their own unique personality traits and translate this knowledge into better patient care. Just prior to the GME Fall Symposium, residents completed an online assessment, which included a series of questions focused on personal tendencies and actions. Individual data points and contextual information were confidentially shared with the residents at the symposium. The goal of this exercise was to raise self-awareness and recognize specific skill sets to be an effective physician leader. This experience was well-received, and provides a platform on which to build leadership awareness.

Tufts MC’s “Art and Medicine” experience is another method of teaching leadership to trainees. Through a collaboration with the Museum of Fine Arts, Boston, residents from across the Medical Center are invited to participate in a three-hour program centered around art at the museum, led by art educators. The experience centers around specific works of art and focuses on trainee communication, free-thinking, collaboration and leadership.

Developing leadership skills during graduate medical training is essential; Tufts MC trainees are well-posed to be tomorrow’s physician leaders.

By Jeffrey T. Kuvin, MD, Associate Chief Medical Officer for Graduate Medical Education

**We care about our patients and their families**

The annual We Care employee campaign is underway and this year we are focusing on Patient Care. Together, we can help strengthen our Medical Center and continue to provide the highest quality care to our patients and their families. Last year, we raised more than $158,000 thanks to generous donations from physicians and employees. This year, our goal is to reach 100 percent employee and physician participation.

Every dollar counts, and so does every donor! Please support We Care this year by donating at www.tuftsmedicalcenter.org/weare.

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**There’s More Than What Meets the Eye**

When Ophthalmologist and Cornea Special- ialist Syedram Hamrah, MD, FACS joined the New England Eye Center (NEEC) at Tufts Medical Center last summer, he brought with him a new set and a thriving research portfolio—with funding from the National Institutes of Health (NIH), foundations, philanthropy and several industry partners—dedicated to studying the cornea, the transparent layer in the front of the eye. With Dr. Hamrah’s corneal expertise, the NEEC is now one of only a few centers in the country with the ability to image and analyze the entire eye at a precise level of detail.

**Translational Immunology Research**

Translational research is the study of corneal immunity and inflammation stemming from both infectious diseases and autoimmune diseases. In recent years, Dr. Hamrah and his colleagues have demonstrated the presence of dendritic cells and their increase in number during inflammation stemming from both infectious diseases and autoimmune diseases.

The effectiveness of dendritic cells in the cornea may result in the development of novel drugs for the treatment of pathological eye conditions, including neurotrophic keratitis and dry eye disease.

**Relationship Between Immune and Nervous Systems**

In addition, Dr. Hamrah’s group is investigating the fascinating relationship between the immune and nervous systems, by studying the immune system’s function in nerve regeneration and the role of the nervous system in regulating the immune system.

“If the cornea’s nervous system is functioning normally, nerves prevent inflammation and necessary attack while immune cells in the cornea, particularly plasmacytoid dendritic cells, maintain

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**Don’t miss Working Wonders on Wednesday, March 16, 2016 at the Boston Convention and Exhibition Center.**

Working Wonders is Tufts Medical Center and Floating Hospital for Children’s signature fundraising event, raising critical unrestricted support for the Medical Center. Individual tickets start at $500, but Tufts MC and NEQA’s employees are eligible for a discounted ticket price of $250. Only 200 tickets are available at this price, so buy early and join us on March 16th! For more information, please visit www.tuftsmedicalcenter.org/workingwonders or email workingwonders@tuftsmedicalcenter.org.
Heart Failure and Cardiac Transplant Center Celebrates 30 Years of Excellence

Since its establishment in 1982, Tufts Medical Center’s Heart Failure and Cardiac Transplant Center has been internationally-renowned for its state-of-the-art therapies, high-quality, personalized care and exceptional outcomes. Last October, we celebrated our 30th anniversary of heart transplantation. Here are some of the highlights of the Heart Failure and Cardiac Transplant Center over the last 30 years:

- The anniversary celebration was attended by the Center’s multidisciplinary team and former transplant recipients, including Ann Grogan, her son John Grogan and her brother David Duchesneau, all of whom received heart transplants at Tufts MC.
- Established in 1982, the Center performed its first heart transplant in 1985.
- 380 heart transplant procedures have taken place since the launch of the Center.
- The Center has been an international leader in developing guidelines and therapies for heart failure.
- The Center’s multidisciplinary team has made significant contributions to today’s national standards for heart failure treatment and patient care.
- The Center is the highest-volume ventricular assist device (VAD) center in the region.
- In 2003, the Center opened an intermediate care facility dedicated to patients with advanced heart failure; it is the only one of its kind in New England.
- In 2014, the Center performed 24 heart transplants and 56 VADs.
- Tufts MC has performed more heart transplants than any other hospital in New England between 2010–2014.
- Today, the Center is home to some of the world’s top specialists in heart failure, cardiac transplantation and mechanical circulatory assist devices.
- Dr. Sharon A. Hunt, who was the keynote speaker for the 30th anniversary event, is an international leader and pioneer in the field of Advanced Heart Failure and Transplant Cardiology from Stanford University School of Medicine.
- Nuclear subarachnoid hemorrhage and health care improvement aren’t often closely linked. But for Lisa Reed, NEOCA’s Senior Director of Healthcare Information Services, a job building the former ultimately led to a career leading the latter.
- Reed, the daughter of an engineer and a software programmer, followed her parents’ footsteps and pursued an engineering career. After graduating from Clarkson University with a degree in Civil Engineering, she was immediately recruited by General Dynamics Electric Boat (GDEB), the world’s foremost designer and builder of submarines. “I didn’t grow up dreaming of building submarines, but I grew up wanting to become an engineer,” said Reed. “It was all that I knew.”

After five years of designing structures on the Virginia-class submarine—a nuclear-powered, fast-attack submarine—Lisa was assigned to work in the shipyard as a foreman, where she oversaw a crew of welders, learned shipyard trades and was a part of planning evolved into functional, operational submarines.

After experiencing the design-to-construction course full-circle, Lisa took a two-year leave of absence from her work and moved to Boston to obtain a MBA with a concentration in Management of Operations and Technology from Bentley University. While initially intending to return to GDEB, Lisa was introduced to health care process improvement during her time at Bentley, and her interests shifted. After receiving her MBA, Lisa decided to leave GDEB and stay in Boston in order to pursue her new passion: improving patient experience and helping people.

“I kind of had to start over—it was hard to explain the change I was making with ‘Nuclear Submarine Construction’ and ‘Health Care Internship’ on my resume,” said Reed. “But the change has been very rewarding.”

Meet Your Colleagues

Liz DuRoss
Development Marketing Coordinator
How long have you been working at Tufts MC?
A little over two years.
What do you like to do when you’re not at work?
I enjoy hanging out with my puppy and watching Modern Family!
What do you like about working here?
I like interacting with patients, whether it is during a hospital tour, celebrity visit, at one of our signature events or learning about a patient story for a fundraising initiative. It always makes my work here a little more rewarding.

Jennifer McCarthy
Contact Center Manager, Ambulatory Operations
How long have you been working at Tufts MC?
I’ve been working for Tufts Medical Center for just over one year.
What do you like to do when you’re not at work?
I like to coach and play soccer. I enjoy working out and watching or attending New England sports. I also participate in walks/runs for great causes. I enjoy riding my motorcycle, spending time at the beach and any outdoor recreational sport.
What do you like about working here?
I like that my responsibilities involve interacting with employees on different levels and areas throughout the organization. I also enjoy working with our patients and figuring out how to implement solutions that make Tufts Medical Center the hospital they look to first. I’m truly honored to work for an organization that values their employee’s visions to make this a better place. It’s amazing to see everyone with the same goal.

Rachel Murphy-Banks, MA
Education and Outreach Coordinator, Reid R. Sacco Adolescent & Young Adult (AYA) Program for Cancer and Blood Diseases
How long have you been working at Tufts MC?
I started with the AYA Program as a Student Volunteer in January while finishing my Master’s Degree in Intercultural Relations and came on full time as the Education and Outreach Coordinator in May 2015.
What do you like to do when you’re not at work?
In my free time I like to travel—whether that means finding a new neighborhood to explore in Boston, reading a new book or taking a trip further afield. My explorations have come in handy lately as I started a 365-day post-challenge on Instagram in April!
What do you like about working here?
I am proud to say I work for an institution which emphasizes a personalized, whole-person approach to healthcare. It is exciting, and I consider it a privilege, to be a part of a team that focuses on AYA’s needs and growth—an extremely important, yet often overlooked aspect of care nationwide.
New Research Awards

The following Tufts MC and Floating Hospital researchers received 6 new grant awards totaling $3,141,513.

In addition, 21 industry-sponsored clinical trial agreements were executed in the following areas: Department of Medicine (8), Pediatrics (6), Dermatology (2), Ophthalmology (2), and one each in Neurology, Neurosurgery and Pathology.

<table>
<thead>
<tr>
<th>PRINCIPAL INVESTIGATOR</th>
<th>DEPARTMENT/DIVISION</th>
<th>TITLE</th>
<th>FUNDING SOURCE</th>
<th>FIRST YEAR/TOTAL AMOUNTS</th>
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<tr>
<td>Pedram Hamrah, MD</td>
<td>Ophthalmology</td>
<td>The Role of Plasmacytoid Dendritic Cells in Corneal Immunity</td>
<td>NIH R01</td>
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<td>Jatin Roper, MD</td>
<td>Medicine/Gastroenterology</td>
<td>The role of Mts1 in Hedgehog-mediated Intestinal Cancer Stem Cell Function</td>
<td>NIH K08</td>
<td>$878,850</td>
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<td>Navin Kapur, MD</td>
<td>MCRI</td>
<td>A Novel Target of Therapy for Right Heart Failure</td>
<td>NIH R56</td>
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<td>Debra Lerner, PhD, MS</td>
<td>ICRHPS</td>
<td>The Primary Care Work and Health Initiative Depression Pilot</td>
<td>State of Tennessee</td>
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<td>Ronald Lechan, MD, PhD</td>
<td>Medicine/Endocrinology</td>
<td>Anatomical and Functional Analysis of POMC Neuronal Rescue of Tanyctes</td>
<td>NIH R21</td>
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<td>David Kent, MD</td>
<td>ICRHPS</td>
<td>An Online Searchable Field Synopsis of Clinical Prediction Models in Cardiovascular Disease</td>
<td>NIH U01 Supplement</td>
<td>$164,665</td>
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Classified Ads

FOR RENT: Loon Mountain luxury condo. Three bedrooms, three bathrooms, sleeps 10. All amenities—46” flat-screen TV, WiFi, pool, Jacuzzi, saunas, health club, gas fireplace, central air. Award-winning winter and summer resort in the heart of the White Mountain National Forest and Franconia Notch. Call Bob at 978-686-1568.

FOR RENT: Indoor parking space. Available at the Metropolitan Condominiums near Tufts Medical Center at the corner of Washington and Nassau streets. Dependable valet service, 24/7 access, $280/month. Contact Dr. Jay Marlin at jmguttagun@gmail.com or 617-721-6064.