With Partnership, Possibility.

Cover: Cheri Blauwet, MD; read more of her story on page 14.
By working together, Partners HealthCare opens new possibilities for patients in New England – and the world.
Health takes partnership. A physician sits with a patient to review a diagnosis. Specialists collaborate to choose a new treatment course. Researchers on two sides of the city find new clues together. One caregiver heals the body, another restores the mind.

This is the story of Partners HealthCare. We offer more to our patients, working together.

Our story has thousands of hopeful endings, or as we think of them, beginnings – many unfolding across these pages. One patient finds a second chance in a gene-linked therapeutic. Others are freed of debilitating pain or crippling drug dependence. Access to affordable, high-quality care in our communities has improved with innovative programs that reach patients wherever they are.

Each day we work as one to strengthen care, research, education, and community outreach, writing new and hopeful chapters for the patients and families who depend on us and deserve the best.
“Our mission is our compass – to inspire, to nurture, to challenge the best and the brightest to step forward and care for the sickest and neediest in our community and around the world.”

GARY L. GOTTLIEB, MD

Dr. Gary Gottlieb served as president and CEO of Partners HealthCare from January 2010 through February 2015. He is now CEO of Partners In Health, an organization with a global health mission. During his 17 years at Partners HealthCare he led several institutions across the system: as president of Brigham and Women’s Hospital and North Shore Medical Center, as interim president of McLean Hospital, and as chairman of Partners Psychiatry and Mental Health. Dr. Gottlieb has strengthened and advanced the mission of Partners through his vision to improve health care for every person and every community, here at home and around the globe.
Chairman’s Letter

2015 represents a time of transition for Partners HealthCare – a transition that promises to strengthen our commitment to our mission and our patients, while we challenge ourselves to explore new opportunities for innovation and improvement – both of which are core to our vision and our future.

This year, as part of our transition, Partners welcomes our next President and CEO, Dr. David Torchiana; he held the post of Chairman and Chief Executive Officer of the Massachusetts General Physicians Organization for the last 12 years, and prior to that was Chief of Cardiac Surgery at the Massachusetts General Hospital. Dr. Torchiana is a respected and thoughtful leader whose knowledge and understanding of today’s health care environment will provide a steady hand for Partners in the years ahead. Working with the hospital leadership, he will weave together all of the resources of our system to offer the greatest benefit and value to our patients. Throughout his career, he has been a steadfast advocate for our academic medical centers and their research and education missions. Teaching and discovery are foundational to our world-class institutions.

Dr. Gary Gottlieb, who served as Partners President and CEO since January 2010, announced last fall he would be joining Partners In Health as its next CEO. We are incredibly grateful to Dr. Gottlieb for his dedication to our organization and his support of the 60,000 men and women of Partners HealthCare. Dr. Gottlieb’s vision has set us on a course that has proven to be a crucial guide going forward. We are implementing several major, system-wide initiatives that Partners developed under his leadership, which promise to improve patient care for generations to come. You will read about many of them in the pages of this Report.

As we look to the future, our top-rated hospitals, doctors, nurses, scientists, educators, and care and support teams will continue to dedicate themselves to providing the highest quality care that our patients and their families depend on and deserve. Partners also recognizes our responsibility to make certain that care is affordable and accessible, and is responsive to our communities’ needs – whether they are here at home or across the globe.

Edward Lawrence
Chairman, Board of Directors
Partners HealthCare
Our patients benefit from collaboration within their care teams, across hospitals and specialties – and now, thanks to a new, integrated electronic health record system we call Partners eCare, that collaboration will grow stronger. With Partners eCare, a full suite of clinical and administrative applications, all Partners member institutions and participating affiliates will be guided and aided by the same information technology as they care for our patients.
The new system, rolling out now across Partners locations through 2017, will enhance the quality, safety, and affordability of our care in several ways. For patients, Partners eCare will enable a seamless flow of their personal health information across Partners so they can better coordinate appointments, manage their own care more effectively, and more easily understand their health care charges with a single, consolidated bill. Partners eCare will help caregivers diagnose and treat patients safely and effectively, as well as coordinate care more efficiently among different specialists and locations.

At a system level, Partners eCare will further extend the value of our network by aggregating clinical knowledge, so research teams can analyze larger pools of data. Deeper insight can inform new protocols, inspire discovery, and standardize best practices across our system to ensure the best care is available at every Partners location. Partners eCare is our largest-ever commitment to advance our complementary goals of clinical care, research, and teaching, for the benefit of patients and the community.

Beginning in June 2015, more than half of all Partners patient encounters will involve Partners eCare. The full benefits of the system will grow for patients and caregivers alike as each part of our system integrates with Partners eCare through 2017. Outpatient physician practices owned by Newton-Wellesley Hospital (NWH) were the first teams to bring the clinical system online, providing a roadmap for success to other Partners institutions. “This new system supports our pledge to deliver care to our patients that is safe, effective, accessible, convenient, and affordable,” says Mary Murray, director of Patient Access Services, NWH.

With the launch of Partners eCare, a critical part of our population health management strategy (see right), care teams can stay up-to-date on patients, share results, and provide more efficient, coordinated care, and patients can manage appointments, care instructions, and financial statements.

“These results in the Pioneer ACO show that it is possible to slow cost growth, while improving care.”

GARY L. GOTTlieb, MD

Population Health Management

At Partners, we know that a sharp focus on, and investment in, population health management leads to results. As one of just 23 Pioneer Accountable Care Organizations (ACO) in the nation, Partners HealthCare has successfully lowered health care cost growth for the second year in a row by providing Medicare patients with higher quality, enhanced care coordination. Over the past two years, Partners efforts have achieved $17.7 million in savings and have been rated at or above the 90th percentile of performance on 23 of 33 measures tracked in the Pioneer ACO initiative.
A Healing Hand, at the Moment It Matters.
Together, across our system, at our hospitals, our caregivers are providing more innovative, integrated options on the care continuum – like rehabilitative and psychiatric care – to help our patients live healthier lives.
LEADER treatment staff at McLean Hospital
“Ordinarily, I would not be receptive to this type of environment, but I was very comfortable with the counselors, other officers, and the way we were treated by the McLean staff.”

A 20+ YEAR VETERAN POLICE OFFICER

Treating First Responders When Crisis Lingers

Police, active military, and other first responders often perform extraordinary acts of heroism. But when it comes to the lasting impact of trauma, depression, or addiction, they are equally vulnerable as those they serve. **McLean Hospital** and Partners HealthCare recognized the need for mental health services as our hospitals cared for first responders in the aftermath of the 2013 Boston Marathon bombing and subsequent citywide manhunt. Together with local law enforcement agencies and emergency medical services, and the National Guard, McLean developed LEADER (Law Enforcement, Active Duty, Emergency Responder), one of the few specialized programs in the country providing mental health services to men and women in uniform.

LEADER’s goal is to help first responders return to their career, family, and community, with resources for recovery from service-related anxiety, depression, and substance abuse. Through inpatient, residential, and outpatient programs, detox, and therapy centered on skills like stress management, healthy sleep, and pain management, LEADER is helping to ensure that these everyday heroes receive the emotional support they need but don’t always seek.
Making Pediatric Care Convenient

When children require specialty treatments, convenience and access to the highest quality of care are top-of-mind for their parents. Thanks to a unique collaboration, Newton-Wellesley Hospital (NWH) can address any pediatric health care need, giving parents and caregivers the confidence they desire. MassGeneral Hospital for Children at Newton-Wellesley Hospital offers more than 180 pediatric specialists and generalists on the combined medical staff. Through the collaboration, the hospital’s 107 primary care pediatricians can consult with physicians in 25 specialty care areas, from adolescent medicine and allergy to rheumatology and urology.

Thanks to this program, in 2014 more than 9,000 patients used these high-level pediatric services – often only available at a large teaching hospital – within the NWH lower-cost community setting. “Families prefer to receive their subspecialty pediatric care close to where they live,” says Joel Bass, MD, chair, Department of Pediatrics. “Further, if a child has a particular medical condition that requires multiple visits, seeing a physician in the community is much less disruptive to their daily life.”

In 2014, more than 9,000 pediatric patients accessed high-level services through the MassGeneral Hospital for Children at Newton-Wellesley Hospital in a lower-cost community setting.
Adaptive Sports: Treating by Example

Cheri Blauwet, MD, speaks from experience when encouraging rehabilitation patients at Brigham and Women’s Hospital and Spaulding to explore all levels of adaptive sports. The record-breaking track and field athlete began her sports career in high school, encouraged by a coach to try wheelchair racing. She has since brought home a combined seven medals from the 2000 and 2004 Paralympic Games, and has won the Boston Marathon, the New York City Marathon, and the Los Angeles Marathon. She is also a recognized advocate for adaptive sports, promoting the success of athletes on the world stage.

Bringing Health Care Services Home for LGBT Elders

Estimates show that lesbian, gay, bisexual, and transgender (LGBT) individuals over the age of 60 – numbering 30,000 in Massachusetts alone¹ – are twice as likely as heterosexual elders to be single, and up to four times more likely to be without children. Yet fears of discrimination often prevent LGBT elders from seeking the supportive care-giving services they need. As a response, Partners HealthCare at Home (PHH) has launched the LGBT Home Health Initiative. This new program is part of a broad effort by PHH to provide culturally competent home health care services to the LGBT community, and a fitting expansion of our emphasis on culturally sensitive care. In 2014, PHH established a 25-member internal LGBT Council, partnering with The LGBT Aging Project to develop staff training on issues such as confidentiality, partner sensitivity and inclusion, and family involvement in care plans. This training will enhance the partnerships between our clinicians and their patients, ensuring that the care provided is beneficial and sensitive to their unique needs.

Fears of discrimination often prevent LGBT elders from seeking the support they need.

¹ The LGBT Aging Project
For patients with spinal cord and other injuries, re-engaging in the athletics they love is recovery’s final frontier. At Spaulding Rehabilitation Hospital, leveling the playing field for these athletes is a simple matter of adaptation. Long regarded as the adaptive sports leader, Spaulding has expanded programs at Spaulding North Shore, Spaulding Boston, and Spaulding Cape Cod to include year-round sports. The Edna Sears Sled Hockey Program is fostering a wide community of active players of sled hockey to participate in area leagues. The Spaulding Adaptive Sports Centers (SASC) continue to promote innovative programs like “Wounded Warrior Weekends” for veterans, and skiing and other activities for Boston Marathon bombing amputees. The SASCs’ Paralympic training program sent two participants to the 2014 Sochi Games in curling, and supports the wheelchair divisions of the Boston Marathon and Falmouth Road Race.

In collaboration with the MGH Institute of Health Professions, Spaulding has also developed a pioneering adaptive sports elective course for physical and occupational therapy students, demonstrating how simple adaptations can bring their patients back to sports with confidence. The SASC have appointed David Crandell, MD, the centers’ new medical director, and Cheri Blauwet, MD, to investigate new research applications that could help bring SASC programs – and new possibilities – to patients nationwide.
New Orthopedic and Spine Centers
Make a Move

With the opening of two new centers at Brigham and Women’s Faulkner Hospital (BWFH), patients can access community-based care to get back to the activities they love. At the Brigham and Women’s Orthopedic Center at BWFH, the Brigham and Women’s team provides a full range of care – including minimally invasive techniques and advanced treatments – for orthopedic diseases and bone and joint injuries. And at the new Brigham and Women’s Comprehensive Spine Center at BWFH, our experts incorporate the latest, evidence-based approaches to treat back and neck pain. The Comprehensive Spine Center has created a truly multidisciplinary evaluation and care program that incorporates physicians from neurosurgery, orthopedics, anesthesia pain, and physiatry, with the vision of having patients seen by both non-operative and operative providers during the same visit if appropriate. Together, these centers, which include expert radiologists and rehabilitation specialists, are ready to help improve patients’ mobility and quality of life, while simplifying access by providing services under one roof at BWFH.

Bringing World-class Care to the Community

At Partners, we aim to provide high-quality care in a lower-cost community setting – and Brigham and Women’s Hospital (BWH) and Brigham and Women’s Faulkner Hospital (BWFH) are making it possible. With the Faulkner21 program, the goal is to transfer 21 patients each week from the BWH Emergency Department directly into a General Medicine bed at BWFH. This enables the patients to be cared for in a lower-cost community setting with the same quality and safety standards. The two hospitals have integrated physicians, training programs, and all diagnostic services, and maintain a single medical records system for seamless access throughout the Brigham and Women’s network.
Specialized, Coordinated Cancer Care – Closer to Home

Pioneer Valley residents in western Massachusetts will soon benefit from increased collaboration between a local hospital and a Boston-based academic medical center. In 2014, the new, state-of-the-art Mass General Cancer Center at Cooley Dickinson Hospital broke ground in Northampton, strengthening a relationship that is already providing people who are living with cancer access to world-class services and expertise right in their community. This new center, scheduled to open in fall 2015, will make it easier for area residents to take advantage of Mass General Cancer Center’s multidisciplinary care model, genetic screenings, counseling, and clinical trials – all of which can make a difference in patient outcomes.

TeleHealth Creates Virtual Connections

Across the Partners network, doctors are using TeleHealth to bring high-quality care to patients. Tapping secure technology including video, text, email, and mobile apps, patients can communicate with their care team for follow-up visits or remote monitoring. Massachusetts General Hospital’s TeleHealth programs deliver virtual care related to brain tumors, critical care, pathology, pediatrics (through the Mass General Hospital for Children), burns and trauma, cardiology, neurology, psychiatry, radiology, and stroke. The program’s reach has expanded to include virtual video visits in primary care and the Mass General Cancer Center, offering greater availability for patients to build clinician relationships, wherever their doctor may be located.

“This partnership through Faulkner21 will help enhance the value and convenience of care for many eligible patients.”

CORI LOESCHER, RN, associate chief nurse of Medical Surgical Nursing, BWFH
Our tradition of breaking new ground in research and discovery is built on collaboration. In our labs and hospitals, and across specialties and conditions, our health care system’s team does more to uncover clues – and cures – for our patients.
Partners’ unwavering dedication to understanding neurologic diseases – and improving quality of life for the more than 50 million people who suffer from them – was strengthened last fall with the launch of the Ann Romney Center for Neurologic Diseases. The center, which will be housed in the Brigham and Women’s Hospital Building for the Future as of 2016, is an unprecedented medical research partnership focusing on treatments, prevention, and cures for five of the most complex neurologic diseases: Alzheimer’s disease, multiple sclerosis (MS), Lou Gehrig’s disease (ALS), Parkinson’s disease, and brain tumors.

A Home for Life-giving Neurologic Research
Stopping Alzheimer’s Before It Starts

As many as 10 years before symptom onset, Alzheimer’s disease, which is believed to afflict five million people in the United States, is marked by buildup of amyloid protein, forming plaque deposits in the brain. Decades of Alzheimer’s investigation at Brigham and Women’s Hospital have led researchers to a pivotal moment: development of the world’s first prevention trial investigating an amyloid-clearing drug in older individuals at risk for this protein buildup. The results of this study, the Anti-Amyloid in Asymptomatic Alzheimer’s (A4) trial, under the direction of Reisa Sperling, MD, MMSc, could fundamentally change the way we treat the hundreds of millions of people at risk for Alzheimer’s worldwide. Dr. Sperling is drawing on collaboration with Keith Johnson, MD, director of Molecular Neuroimaging at Massachusetts General Hospital, who is leading the expert brain imaging component of this pioneering trial.

Following Markers of MS

Over the past 30 years, Center co-directors Howard Weiner, MD, and Dennis Selkoe, MD, have established an impressive track record of neurologic research “firsts.” Dr. Weiner is currently leading promising clinical and pre-clinical studies of MS, focused on immunology to examine MS-related inflammation. One observational study, known as CLIMB (the Comprehensive Longitudinal Investigation of MS at Brigham and Women’s Hospital), was launched in 2000 to link blood biomarkers with disease stages and therapy response. The study follows over 2,000 patients with yearly exams, MRI imaging, and blood collection to track MS biomarkers.

“Dr. Weiner at Brigham and Women’s Hospital gave my family and me reason to feel hopeful about the future, which inspired us to do the same thing for others.”

ANN ROMNEY, from an article in the Boston Business Journal, October 15, 2014
Research Gets Personal

It was a defining moment for Greg Vrettos: his physician told him he had Stage IV, inoperable lung cancer, but that if he had abnormalities in a gene called EGFR, he might benefit from a new treatment. He and his oncologist, Lecia Sequist, MD, the Massachusetts General Hospital (MGH) clinical trial lead who later became his physician, now marvel at that day 10 years ago.

His testing came back positive, and through a clinical trial on Thanksgiving Day 2004, he took his first dose of a drug known as Iressa, which inhibits protein receptors in patients with EGFR mutations. The response was swift. “My cough went away. I had shortness of breath, and that went away. It was really astonishing,” says Mr. Vrettos. The trial of Iressa was among the first applications of “personalized medicine” at MGH, and Mr. Vrettos is now part of a larger push to test – and target treatment toward – tumors at a molecular level. He and others like him are being tracked to determine why some respond to these treatments, while others do not.

For Mr. Vrettos, who just passed the 10-year mark on the therapy and is still doing well, personalized treatments offer something that can elude patients with a difficult diagnosis: hope.

“We hope to be able to generalize what we learn from this analysis of uncommon diseases or disease presentations to more common diseases in the growing area of personalized medicine.”

JOSEPH LOSCALZO, MD, PhD, chair of the Department of Medicine at BWH and principal investigator of the new center.
Unlocking Medical Mysteries

When persistent symptoms elude diagnosis, it challenges physicians as well as patients. But it also provides a research opportunity, and a new partnership among Boston hospitals including Brigham and Women’s Hospital and Massachusetts General Hospital offers new hope to these patients with “mystery” conditions. With a $7.19 million, four-year grant from the National Institutes of Health (NIH), the collaborative Harvard Center for Integrated Approaches to Undiagnosed Diseases will explore genetic, environmental, and developmental factors underlying elusive symptoms. In its first year, the Center will care for 12 patients – increasing to 50 per year by the fourth year – tapping clinical expertise to solve puzzling medical cases, and in the process contribute to the understanding of disease. Ultimately, this research will inform patient care across the Partners system by training clinicians in the use of new technologies and genomic diagnosis, and it will feed the NIH’s Undiagnosed Diseases Network to benefit patients nationally.
With partnerships and outreach, we forge connections that lead patients to high-quality, affordable care. Across Partners HealthCare, we’re bringing hope and help to our communities.
Building Community with Care.
Across the U.S., opiates hold a deadly grip over our communities, and Massachusetts is far from immune. In fact, the state leads the nation in opiate overdoses, driving thousands into emergency rooms and hospital stays, and causing immeasurable suffering for both the patients and their families. And across New England, those numbers are on the rise.

Taking on the Opiate Addiction Crisis

Across the U.S., opiates hold a deadly grip over our communities, and Massachusetts is far from immune. In fact, the state leads the nation in opiate overdoses, driving thousands into emergency rooms and hospital stays, and causing immeasurable suffering for both the patients and their families. And across New England, those numbers are on the rise.
“We address the kinds of conditions that make it difficult for an individual person to recover, and work to resolve them.”

SARAH E. WAKEMAN, MD, medical director for substance use disorders at Massachusetts General Hospital

Coaching at the Community Level

Partners hospitals have mobilized on several fronts to confront the crisis. For example, coinciding with the 20th anniversary of its community benefits program, Massachusetts General Hospital has added recovery coaches to its health centers to address opiate and other substance use disorders. Marking the first time the hospital has sought to care for and follow these patients over the long term, the Addiction Consult Team will seamlessly connect Partners community health centers, hospitals, community-based treatment providers, and recovery services to identify and support these individuals.

Treating the Crisis Holistically

North Shore Medical Center (NSMC) takes a multi-faceted approach to address the opiate challenge, working with community partners in four key areas including prevention and awareness, expansion of clinical services for patients, support for patients’ families, and outreach with harm reduction strategies. As one result of this approach, NSMC is expanding the number of behavioral health and substance abuse experts working in primary care practices.

One of NSMC’s most effective tools is the Learn to Cope parent support group, which is held weekly. Founded as a single grassroots group in 2004 by Joanne Peterson, whose son overcame Oxycontin and heroin addiction, Learn to Cope was quickly noticed by NSMC due to its effectiveness in arming parents with information and support critical to helping their loved ones battle opiate addiction. NSMC persuaded Ms. Peterson to start a second group in Salem; 10 families came to the first meeting. Today, there are 17 chapters throughout Massachusetts, and the Salem meeting has an average weekly attendance of 80 parents. In recognition of her success in helping families, Ms. Peterson was invited to attend President Obama’s State of the Union address in Washington in January.

Additionally, NSMC and its community partners, the Lynn Community Health Center and North Shore Community Health, Inc., are drawing on medical research to bring to patients the benefits of combining medication and counseling. Together, they have expanded access to the effective opiate dependence drug Suboxone for more than 500 patients, and are continuing expansion of substance abuse services into primary care practices.
With our unprecedented system-wide preparation for Ebola, Partners demonstrated the strength and ability of a coordinated network to respond to crisis, whether natural or man-made.

Local Readiness for a Global Health Threat

In 2014, as Ebola Virus Disease (EVD) spread in West Africa, it was clear that only unprecedented coordination would prepare every Partners hospital to respond should EVD present here. Beginning in July 2014, Partners institutions engaged in intensive planning to ensure their readiness. Partners Emergency Preparedness leadership convened experts in infectious disease, microbiology, emergency and critical medicine, and others, to identify common challenges and create consistent EVD Response Plans. The plans included the proper measures to safely transfer Ebola patients to designated treatment hospitals, Brigham and Women’s Hospital (BWH) and Massachusetts General Hospital (MGH), as well as patient travel screening, infection control practices, and new lab testing protocols. At hospitals and outpatient centers, hundreds of staff members were trained in the use of personal protective equipment and patient care procedures, with exercises to reinforce them. Hackathon events paired clinical specialists with technical experts and business leaders to develop devices and strategies to both improve treatment and protect caregivers. And Julian Goldman, MD, director of the MGH Medical Device Plug-and-Play program and medical director of Partners Biomedical Engineering, demonstrated a quarantine data-sharing platform at the request of a White House official. This historic response demonstrates Partners’ system-wide ability to mobilize when crisis strikes. “As global health threats like Ebola present, they demonstrate the strength and preparedness of our network, from our nursing teams to our infectious disease specialists and researchers,” says Paul Biddinger, MD, Partners and MGH medical director for emergency preparedness.
Addiction Help on the Islands

On Martha’s Vineyard and Nantucket, Partners’ addiction support services are finding their way to those residents in need. At Nantucket Cottage Hospital, chief nurse and vice president of patient care services Bonnie Kester has spearheaded the Nantucket Behavioral Health Task Force to provide a full range of mental health and addiction resources, amid a growing number of suicides and overdoses on Nantucket. The group recently secured a grant from The Tower Foundation, which will help bring new and significant benefits for behavioral health patients on the island. On Martha’s Vineyard, in cooperation with Martha’s Vineyard Community Services, Martha’s Vineyard Hospital (MVH) has designated a building for the island’s first-ever Crisis Stabilization Unit. The Unit will provide free housing and utilities for patients in psychiatric crisis, “filling an important blank spot in the continuum of care for Islanders,” according to MVH president and CEO Tim Walsh.

Tapping Partners Resources to Help

In Camden, Maine, McLean Hospital recently opened a new residential treatment program, McLean Borden Cottage, the hospital’s latest effort in the battle against drug and alcohol addiction. The first McLean program to launch beyond Massachusetts, Borden Cottage will tap ongoing Partners research to arm clinicians with pioneering new medications, behavioral treatments, and other tools to treat patients with addictions. The 30-day minimum stay, seven-day-a-week program will help patients manage their lives without reliance on alcohol or drugs by providing education for family members and close collaboration with community providers to help patients maintain abstinence.
Partnership Helps Students Find Independence

Through Project SEARCH, an innovative partnership launched in 2014, Spaulding Rehabilitation Network is working to empower young people with disabilities to develop the work skills they need for lifelong independence. Spaulding Hospitals in Boston and Cape Cod work with Charlestown High School and the Riverview School in East Sandwich, respectively, to select students with language, learning, and cognitive disabilities for the hands-on internship program. The students spend part of the day in the classroom – where they learn work-related skills and protocol such as how to talk to managers – and the other part working as a full team member in departments throughout the hospital. Spaulding supports the students by adapting the work environment to accommodate learning needs, and by providing coaching and feedback. At the end of the program, having gained valuable experience, students often find employment in rewarding jobs.

“With our commitment to improving lives through rehabilitative medicine, we’re uniquely able to prepare these students for life beyond school.”

STEPHANIE NADOLNY, vice president of operations at Spaulding Cape Cod
“This is another step that the City of Salem and our partners are taking to break down barriers between the Point neighborhood and the rest of the City.”

MAYOR KIMBERLEY DRISCOLL, City of Salem

Opening a Gateway for Health Care Careers

Salem’s Point neighborhood faces many challenges, including high unemployment, but a new partnership involving Spaulding Hospital North Shore, North Shore Medical Center (NSMC), and the City of Salem is working to deliver much-needed training and opportunity. The Career Gateways Program provides Point residents with health care training as certified nursing assistants, phlebotomists, or electrocardiogram techs. Through this program, 13 Salem residents are completing both classroom instruction and hands-on training for professional certification. Identified as a “critical industry” by the North Shore Workforce Investment Board (WIB), health care is a field that is expected to generate local employment opportunities in the years ahead. The WIB oversees the program and contracted with North Shore Community College for the training; NSMC and Spaulding Hospital North Shore provide space and resources for clinical instruction.

Expanding Health Access in Our Neighborhoods

Equalizing community access to quality health care remains a hallmark of Neighborhood Health Plan (NHP) as it targets interventions and health education to reduce disparities – especially in women’s health, diabetes care, asthma management, and domestic violence prevention. These campaigns have helped eliminate the gap in breast cancer screening rates for African-American women in our community. And in 2014, the Partnership for Community Health, an initiative of NHP and Partners in collaboration with the Massachusetts League of Community Health Centers, launched a two-year, $6 million
“Excellence and Innovation” grant round to transform operations, patient communications, and service delivery at community health centers (CHCs). For more than 25 years, NHP has provided expert access to comprehensive, community-based care, and has benefited the workforces that make the Commonwealth thrive. In 2014, NHP’s commercial membership grew by 21.2%, as employers are increasingly choosing NHP for its high-quality and affordable coverage.

Stoneman Centennial Park Gives Community Space

At Brigham and Women’s Hospital (BWH), employees, patients, families, and the local community can now enjoy a restful haven at the entry to 15 Francis Street. The Thea and James M. Stoneman Centennial Park, named in honor of the Stoneman family for their support of BWH, provides open, green space above a new patient parking garage. The opening of the park was marked by a ribbon cutting with the BWH community, donors, local government, and community members including the Roxbury Tenants of Harvard, followed by a Fall Festival for BWH employees.
Behind Every Caregiver, a Teacher.

With a longstanding commitment to learning, we harness the newest and best thinking in medicine. The partnerships across our system provide a living classroom where we reimagine and redesign how we care for our patients.
New Program Puts College at Employees’ Fingertips

A new program is giving Partners employees a chance to continue their education while helping to fill workforce needs. Together with College for America (CfA), Partners HealthCare now offers employees the chance to earn an online associate degree or health care certificate, accredited by CfA through Southern New Hampshire University, at a tuition cost they can afford.
Learning the Art of Patient Care

Caregivers must be as keenly observant of their patients as art historians are of paintings. At North Shore Medical Center (NSMC), nurse educators Megan Corbett, RN, MSN, and Sarah Thomas, RN, MSN, are leveraging this common ground in an innovative training program for nurses. “From Paint to Patient” is a program run in collaboration with the Peabody Essex Museum (PEM) through NSMC’s nurse residency program, in which newly licensed nurses use the PEM’s galleries to learn the basic principles of art analysis. Working with a museum educator and in small groups, they analyze a variety of artwork to hone observation skills and learn to assess visual clues more astutely. “In terms of patient assessments, it taught me not to accept things at face value – always dig deeper,” says participant Amanda Ryan, RN.

Meet Judith Crawford

Judith Crawford, a certified nursing assistant at Spaulding North Shore, recently became the first to graduate from the CfA/Partners online associate degree program, earning the degree in just eight months while working full-time and supporting her family. Ms. Crawford had previously completed the Partners HealthCare Online College Preparation Program, which provides a college preparatory learning experience and was the foundation for the CfA program. There are many educational and career opportunities Partners Workforce Development makes available to Ms. Crawford, who moved to the U.S. from Jamaica in 2006, and her colleagues. “This program is a win-win for our employees – and ultimately for our patients,” says M.J. Ryan, director of workforce development.

“Our employees get a chance to access education, and our patients are better served by more competent and educationally credentialed staff.”

M.J. Ryan, director of workforce development
Free Therapy Offers Students Hands-on Training

At the **MGH Institute of Health Professions (IHP)**, both patients and students benefit from a learning environment linked to Massachusetts General Hospital. Three IHP centers – the Speech, Language, and Literacy Center, the Aphasia Center, and the Physical Therapy Center for Clinical Education and Health Promotion – provided more than $1 million in free care for community clients in 2014. The centers, which deliver comprehensive, client-centered rehabilitation services, offered free services to the more than 275 clients who make frequent therapy visits, totaling more than 10,000 visits last year. These free services address a pressing community need, providing clients the opportunity to continue therapies beyond those covered by health insurance, and to continue making critical gains in restoring function and improving quality of life. The centers also provide students with an opportunity to work directly with clients and deliver supervised care. In 2015, the Institute will open an Occupational Therapy Center, and anticipates accommodating an additional 200 free annual visits.

**MGH/McLean Residency Program Ranked #1**

The MGH/McLean Hospital Residency Program, including both an Adult Psychiatry Residency Program and the Child and Adolescent Psychiatry Residency Program, has earned #1 in the first national ranking of residency training programs by the physician network Docility and *U.S. News & World Report*. 
Care throughout the Partners system draws on the latest advances to address complex clinical problems. Now, thanks to a dramatic investment in research and increase in funding – from $800,000 in 2013 to $2.6 million in 2014 – the MGH Institute of Health Professions (IHP) is collaborating with Partners hospitals to enhance critical areas of research. Housed at the new Center for Health and Rehabilitation Research on the Institute’s Charlestown Navy Yard campus, this new effort has increased faculty collaboration with colleagues across the Partners network to enhance key areas such as cancer fatigue at the MGH Cancer Center and Spaulding Rehabilitation, and speech and swallowing following face-transplant surgery at the Brigham and Women’s Hospital and at the Massachusetts General Hospital ALS Center.

These new investments enrich learning by involving more students in research, including a new PhD program to train clinically certified rehabilitation professionals as scientists to perform clinical outcomes research. By addressing the current shortage of qualified researchers and by strengthening the body of knowledge in rehabilitation-related areas, the Institute, in collaboration with its Partners institutions, is making a significant difference in diagnosis, treatment, and patient care throughout Partners.

The centers also provide students with an opportunity to work directly with clients and deliver supervised care.
Leadership

Elizabeth G. Nabel, MD
Brigham and Women’s Health Care

Allen L. Smith, MD, MS
Brigham and Women’s Physicians Organization

Joanne Marqusee
Cooley Dickinson Hospital

Timothy J. Walsh
Martha’s Vineyard Hospital

Peter L. Slavin, MD
Massachusetts General Hospital

David F. Torchiana, MD
Massachusetts General Physicians Organization

Scott L. Rauch, MD
McLean Hospital

Janis P. Bellack, PhD, RN, FAAN
MGH Institute of Health Professions

Margot Hartmann, MD, PhD
Nantucket Cottage Hospital

Deborah C. Enos
Neighborhood Health Plan

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In Memoriam

The Partners community mourns the loss of our colleague, Dr. Michael Davidson, who died as a result of a senseless act of violence on January 20, 2015. Compassionate, visionary, and wholeheartedly dedicated to his patients, Dr. Davidson embodied the very best in medicine and humanity. Among his many career legacies is the Brigham’s Cardiac Hybrid OR, one of the nation’s most advanced operating rooms for both surgical and interventional procedures.