

nsmcNow!

THE NEWS OF NORTH SHORE MEDICAL CENTER



NSMC President and CEO Robert Norton (left), and Partners HealthCare President and CEO Gary Gottlieb, M.D. announced plans this past October to realign practices and facilities to make high-quality care more effective and accessible to residents of the North Shore and address the most pressing health needs of the community.

FORWARD THINKING

NSMC AND PARTNERS HEALTHCARE LAY OUT VISION FOR HEALTHIER NORTH SHORE

North Shore Medical Center and Partners HealthCare recently announced a plan to improve care and coordination across a wide spectrum of health services found in the region north of Boston. This plan—which also involves Hallmark Health and Massachusetts General Hospital—realigns practices and facilities to make high-quality care more effective and accessible to residents of the North Shore and addresses the most pressing health needs of the community. Hallmark Health, which has reached a memorandum of understanding with Partners HealthCare, operates Lawrence Memorial (Medford) and Melrose-Wakefield (Melrose) hospitals.

NSMC President and CEO Bob Norton shared the following details of the plan in a message to NSMC physicians, employees and volunteers on October 9.

As you know, for the past several years, we at NSMC have been focused on our Culture of Excellence journey and working to reorganize our services to deliver higher-value care. This means improving quality, increasing access and slowing the growth in the cost of providing that care. We should all be very proud of the progress

continued on page 2

The Right Care, Right Now

New North Shore Urgent Care Offers Comfort, Convenience and Continuity

If the new North Shore Urgent Care Center in Danvers feels more patient friendly and efficient than the commercial “minute clinic” found at your local pharmacy, it is with good reason. An incredible amount of forethought and planning went into the new North Shore Physicians Group (NSPG) facility, including the input of more than 50 clinical and administrative staff members and patients. The end result is a state-of-the-art urgent care center that offers patients unparalleled convenience, comfort and continuity in care.

Opened in the Mass General/North Shore Center for Outpatient Care in early October, the new urgent care center welcomes both appointments and walk-ins seven days a week for everything from bumps and bruises to sore throats and ear infections—injuries or illnesses that require immediate attention but are not life-threatening. Patients do not need to have an NSMC physician to use the center; the facility

continued on page 5



Anne Chung, M.D., Medical Director of North Shore Urgent Care.



NORTH SHORE
MEDICAL CENTER

The Perfect Patient Experience

Dear NSMC,

Our wife, mother and sister, Kathleen K., was recently cared for in the cardiac unit of your hospital. Because of the advanced stage of her lung cancer she passed away. But, it was certainly not due to a lack of compassion or medical attention.

While dealing with the heartbreak of our impending loss, we were all enormously impressed with and comforted by the professionalism of the medical staff with whom we interacted. The foremost example of this was the nurse most visible to our family, Kathy Schevis, R.N. She was a truly remarkable, comforting presence, providing explanations

without prompting and understanding without limit. She earned our everlasting respect and gratitude.

We were also impressed with the performance of Hospitalist Suneel Dhand, M.D. He was a frequent visitor, ensuring that Kathleen and our entire family understood what was happening throughout the entire process. His straightforward approach and sincere manner were welcomed by the family.

Palliative care physician Kevin McDonald, M.D., was another member of your staff with an impressive combination of professionalism and compassion.

In summary, we were heartbroken by Kathleen's death, but very appreciative of the knowledgeable, professional and compassionate medical staff we encountered at every level of North Shore Medical Center.

Sincerely,

John K., Maureen M., Colleen D., & Thomas C.

The Perfect Patient Experience is a regular column featuring letters submitted to NSMC by patients and families that honor and celebrate staff who combine clinical expertise and compassion to deliver a perfect patient experience. Letters may be edited to fit space.

Forward Thinking

continued from page 1

we have made, which has been driven by hundreds of teams of frontline caregivers and clinical and support staff. The ICARE and IPACE teams have redesigned care delivery in the Emergency Department and on the Davenport 5 unit while local teams such as West One have pioneered work on falls prevention.

Also, as care increasingly shifts to outpatient settings, North Shore Physicians Group (NSPG), our community health center partners and our affiliated medical staff have added 35 outstanding new primary care physicians since 2007. All of our offices are working toward recognition as Patient Centered Medical Homes, and the Integrated Care Management Program is helping to manage our most complex patients preventing admissions and unnecessary emergency room visits with better care coordination and early interventions. Your collective efforts to create a new model of care have been remarkable.

Changes as a result of both federal and state healthcare reform legislation promote these principles of integrated care and population health management with the intention that these services will be adequately reimbursed. Yet, current reimbursement from Medicaid is \$35 million less each year than our costs of providing that care. Cutbacks in Medicare due to sequestration and federal budget issues are real. These two programs (Medicare and Medicaid) account for about 68 percent of the care we deliver. These factors, combined with the operational and clinical challenges of maintaining two full-service acute-care hospitals less than six miles apart, require that we consider transformational ideas.

Our mission to provide the finest care to the patients of greater Lynn, Salem and throughout the North Shore will never change. What must change is how we accomplish our work. The



recent memorandum of understanding between Partners HealthCare and Hallmark Health also presents new possibilities for realigning services to improve health care for residents north of Boston.

Our plans for a reconfiguration of NSMC's Salem and Union hospital campuses call for consolidating hospital-based medical and surgical services to one campus in Salem and the development of Centers of Excellence in Primary Care and Behavioral Health on the Union campus. We intend to maintain emergency services on both campuses and will determine the level of emergency care to be provided at each site based on the needs of the community and patient safety priorities.

The Center of Excellence in Primary Care will focus on development of the existing North Shore Physicians Group multi-specialty practice and will include enhanced primary and specialty physician care and urgent care. Associated outpatient services such as lab and infusion as well as support programs such as nutrition and diabetes counseling will also be



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THE PLAN FOR A HEALTHIER NORTH SHORE—AT A GLANCE

- Consolidate hospital-based medical and surgical services on one campus at Salem Hospital and expand and improve the facility to serve the needs of the broader community;
- Create Centers of Excellence in Primary Care and Behavioral Health on the Union Hospital campus, with psychiatry and behavioral health operated by Massachusetts General Hospital;
- Expand primary, specialty, urgent care and behavioral health services throughout the North Shore at North Shore Physicians Group (NSPG) offices and in collaboration with regional community health centers;
- Maintain emergency services on the Salem and Union campuses. The level of emergency care at each site will be based on the needs of the community and patient safety priorities.
- This plan is expected to take three years to implement during which time Union Hospital will remain an acute care hospital.

available, enabling this practice to serve a wide range of the health needs of local residents.

The Center of Excellence in Behavioral Health will include inpatient and some outpatient psychiatry, behavioral health and substance abuse services and will be operated by Massachusetts General Hospital. The psychiatry beds currently located at Hallmark Health System's Lawrence Memorial Hospital in Medford and NSMC's Salem Hospital will be relocated to the Union campus.

Outpatient programs will continue throughout our communities. The synergies created by bringing together the best of academic and community care will help meet the region's needs at a time when the state is losing much-needed behavioral health capacity and these critical services are in great demand.

In order to fulfill our commitment to caring for all our patients and the people who live in our communities, we are making a significant investment in a new state-of-the-art ED and additional inpatient units with private rooms at Salem. Key access areas such as the main entrance and parking will also be reconfigured to improve wayfinding and provide a more welcoming and efficient

that this is a major turning point for NSMC that has an impact on the lives and livelihoods of physicians, nurses, staff and patients. We do not make this decision lightly, but truly believe that the consolidation of the investments in primary, urgent and behavioral health services, care coordination and community health resources is in the best long-term interests of the communities we serve.”

patient experience.

The plan is expected to take three years to implement during which time Union Hospital will remain as an acute care hospital. The renovations at Union Hospital for expansion of the NSPG practice and consolidation of psychiatry services will take a bit longer. The NSMC plan will save \$13-15 million in operating expenses annually and provide higher-value care. This new campus plan maintains vibrant, albeit different, healthcare facilities in both Salem and Lynn.

We are also committed to building on years of collaboration with our local community health centers to support them in increasing access to a robust spectrum of care. We will continue to work with them and other community organizations to identify needs and to address them ensuring that comprehensive health services are readily available in Lynn and Salem.

Other changes enabled by a Partners HealthCare affiliation with Hallmark Health would include investments in Hallmark’s Melrose-Wakefield campus and transforming Lawrence Memorial Hospital into a short-stay inpatient and ambulatory facility operated by Mass General.

We recognize that this is a major turning point for NSMC and a decision that has an impact on the lives and livelihoods of our physicians, nurses, staff and patients. We do not make this decision lightly, but truly

believe that the consolidation coupled with the investments in primary, urgent and specialty care, behavioral health services, care coordination and community health resources is in the best long-term interests of the communities we serve. In short, we will offer increased access, better care and lower costs.

For more information, please visit: healthiernorthshore.org



Members of the team that helped NSMC achieve the MIGS Center of Excellence designation (L-R): Nancy Peterson, M.D.; John Gelinas, D.O.; Kym Fatello R.N.; Patricia DiPietro; Mary Ellen Brennan; and Christopher Coffey, M.D.

Advanced Techniques, Faster Recovery

NSMC Named Center of Excellence in Minimally Invasive Gynecologic Surgery

North Shore Medical Center has been named a Center of Excellence in Minimally Invasive Gynecologic Surgery (MIGS). This highly selective designation is awarded by the Surgical Review Corporation and the American Association of Gynecologic Laparoscopists and given only to those hospitals and surgeons who meet rigorous quality and practice criteria.

Included in NSMC’s designation were Christopher Coffey, M.D.; John Gelinas, D.O.; and Nancy Peterson, M.D., each of whom perform a full range of minimally invasive gynecologic procedures using the most advanced techniques in laparoscopic and hysteroscopic surgery. Among the common gynecological problems they treat are abnormal bleeding, endometriosis, fibroids, infertility and pelvic pain. Other NSMC physicians perform selected minimally invasive gynecologic procedures and are also working toward earning this recognition.

“We are honored to receive this prestigious

designation because it validates the high level of care we provide to patients,” says Dr. Coffey, the medical director of minimally invasive gynecologic surgery at NSMC.

The goal of the Center of Excellence in Minimally Invasive Gynecologic Surgery program is to ensure that patients receive the safest, highest quality of care. “Patients who undergo high-quality, minimally invasive gynecologic surgery experience less pain,

reduced blood loss, fewer complications, shorter hospital stays and a faster recovery, so they can return to normal activities sooner,” says Dr. Coffey.

For more information or to schedule an appointment with the minimally invasive gynecologic surgery office, please call 978-538-5380.



Urgent Care continued from page 1

is open to all patients in the region who need same-day access to high-quality medical treatment.

With its extended evening and weekend hours, the new facility also helps NSPG achieve Level III Patient-Centered Medical Home status for all of its primary care practices. Partners HealthCare is requiring that all affiliated primary care practices achieve this designation by 2018.

“Several years ago, commercial walk-in clinics began popping up across the country in response to the fact that patients were having trouble getting in to see their primary care physicians on short notice and didn’t want to spend hours in an emergency room waiting to receive non-emergent care,” says NSPG President Steven Kapfhammer.

While offering a convenient option for patients, these commercial clinics

also presented a challenge for NSPG. “Whenever patients go outside of the system to one of these clinics, there is a greater chance for fragmented communication among providers that can lead to a duplication of tests and numerous follow-up phone calls,” says Kapfhammer. “That’s not well-coordinated, patient-centered care and we knew we could do better.”

In response, NSPG started a modest urgent care pilot program in 2011 at its practice in Danvers targeting its existing patient population. The pilot was so successful, NSPG leaders knew the time was right to build an expanded urgent care center to care for all families throughout the North Shore. With an eye toward innovation, planning for the new facility began in the summer of 2012.

“We designed the center to provide a seamless environment for patients and caregivers,” says Harriet Sanclemente, R.N., Program Manager, North Shore Urgent Care. “Now, when patients check in to the new facility, they are taken directly to an exam room where all treatment but X-rays can be delivered—there is no waiting room or delay. A carefully coordinated workflow model also keeps clinical activities moving behind the scenes, out of sight to patients and visitors.”

As important as ease and convenience is the enhanced communication made

possible by North Shore Urgent Care. “In the new center, NSPG and NSMC primary care physicians can keep abreast of patient visits through the hospital’s shared electronic medical records system,” says Anne Chung, M.D., the medical director of the new facility. For patients with a primary care physician outside NSMC, a complete record of care can be sent. And for patients who lack a

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primary care physician, staff can connect them with one in the NSPG network.

If a patient requires more complex care, staff at the new facility can quickly and easily arrange transfer to an NSMC emergency or specialty physician or to another hospital in the Partners network.

“With healthcare continuing to emphasize the importance of primary care, we are happy to be able to provide a service that not only meets a vital patient need but also ensures greater coordination and continuity of care,” says Dr. Chung.

For more information about North Shore Urgent Care, call 978-739-7700 or visit northshoreurgentcare.org.



Members of the urgent care team (L-R): Anna Wahl, R.N.; Catherine Michaud, C.C.M.A.; Vilma Alvarado, M.A.; Katherine Guerrette, L.P.N.; Christina Ferrante, R.N.; Nathan Purtz, M.A.; Medical Director Anne Chung, M.D.; Practice Manager Harriet Sanclemente, R.N.; Front End Supervisor Kathy Collins.



Maria Stacy, LICSW, Director of Partial Hospitalization Programs and Inpatient Child Psychiatry

For adolescents struggling with anxiety, depression, substance abuse and other behavioral and mental health difficulties, the options for treatment are few and far between. That's why NSMC's adolescent Partial Hospitalization Program (PHP) for 12- to 18-year-olds draws patients from a broad geographic range. The only program of its kind on the North Shore and one of only a handful in the entire Commonwealth, NSMC's adolescent Partial Program is well known for its clinical excellence and successful outcomes.

“Our goal is to stabilize patients so that they can return to their normal activities.”

“A partial hospitalization program is an intense, short-term outpatient treatment program to help patients build skills so that they can better manage their mental health and substance abuse concerns,” says Maria Stacy, LICSW, Director of Partial Hospitalization Programs and Inpatient Child Psychiatry. In addition to a daytime and new evening program for adolescents, NSMC also offers a separate PHP track for adult patients. All programs are located on Axelrod 7 West on the Salem Campus.

Working with a team of physicians, psychologists and social workers, participants in the Partial Program engage in a variety of group and individual sessions throughout the course of their treatment. These involve building skills around mindfulness, emotion regulation, distress intolerance, social effectiveness and spirituality. “Our goal is to stabilize patients so that they can return to their normal activities,” says Stacy, a married mother of two young children who has been associated with the program for the past 13 years.

Herself a licensed social worker with a small practice in Beverly, Stacy takes great pleasure in helping those who are suffering to find a new sense of hope. “The work can be challenging, but when you're successful, it is also incredibly rewarding.”

Brand, Coffey, Santos and Skowronski Honored at Physician Event

NSMC honored **Jeffery Brand, M.D.**; **Christopher Coffey, M.D.**; **John Santos, M.D.**; and **Jack Skowronski, M.D.**, at the 2013 Physician of Excellence award ceremony held at the Salem Country Club in September. Dr. Coffey, who currently serves as the medical director for minimally invasive gynecological surgery at NSMC and practices at the North Shore Physicians Group OB/GYN offices in Danvers and Swampscott, was honored with the Physician of Excellence Award for his outstanding contributions to NSMC, the medical profession and the community. Dr. Brand, Dr. Santos, and Dr. Skowronski were each honored with a Lifetime Achievement Award for their many contributions to the NSMC community.

Department of Surgery Clinical Excellence and Professionalism Awards

The NSMC Department of Surgery honored outstanding physicians and nurses with Department of Surgery Clinical Excellence and Professionalism Awards at an event held this past summer. Nominations recognize surgeons and nurses who best exemplify professionalism and clinical excellence. Physician Award Recipients: **James Balcom, IV, M.D.**; **Noel DeFelippo, M.D.**; **Terence Doorly, M.D.**; **Ira Evans, III, M.D.**; **Richard Goodenough, M.D.** (Excellence in Teaching Award); **Mark LaSpina, D.O.**; **Vinod Narra, M.D.**; **Douglas Peterson, D.O.**; **Keith Rae, D.M.D., M.D.** Nurse Award Recipients: **Lisa Aiello**; **Lori Anketell, R.N.**; **Lois Cakounes, R.N.**; **Caitlin Ciampa, R.N.**; **Marian Cornejo-Suela, R.N.**; **Katelyn Ferguson, R.N.**; **Joseph Ferrer, R.N.**; **Ann Fisher, R.N.**; **Gary Lambert, R.N.**; **Hubert Simon**; **Bonnie Sweet**; **Patricia Wakeham.**

Achievements

Beth Baker, R.N., B.S.N., P.C.C.N., a nurse on Davenport 5, recently passed the American Association of Critical Care Nurses Progressive Care Examination.

Erin Bursey, R.N., and **Jennifer Akeley, R.N.**, of the Union Hospital Telemetry Unit have each earned a Masters of Nursing degree from the University of Massachusetts at Boston. They were both board certified as family practice nurse practitioners this past July.

Lois Cakounes, R.N.; **Patricia Calascibetta, R.N.**; and **Jeanne Kornachuk, R.N.**, each successfully passed the American Board of Perianesthesia Nursing Certification exam.

Lisa Cavallaro, R.N., nurse manager in the NSMC Birthplace, was recently honored by the Massachusetts chapter of the March of Dimes as a finalist for a Nurse of the Year Award in the administration category.

Barbara Lambl, M.D.; **Monique Freeley, R.Ph.**; **Evelyn Richards-Cashman, R.Ph.**; **Crystal Brown, R.N.**; **Maureen Curley, R.N.**; **Denise Digulio, R.N.**; **Betty Dubuc Ritt, R.N.**; and **Linda Sapossnek** received a certificate of completion from the American Society of Health-System Pharmacists after participating in a Mentored Adult Immunization Impact Program (MAIIP) to improve adult immunization rates at NSMC.

Sue Nevins, R.N.C., I.B.C.L.C., of the Special Care Nursery, graduated from the MGH Clinical Pastoral Education Program for Chaplain Interns and Health Care Professionals this past May.

Employee Assistance Program

The Employee Assistance Program (EAP) is a workplace-based consultation, short-term counseling, information and referral program for employees and their families. The EAP offers assistance with all types of personal, family or work-related concerns. For more information, call 866-724-4327 or visit eap.partners.org.

Has Someone Made Your Day?

“Made Someone's Day?” is a simple and easy employee recognition program to acknowledge and celebrate service excellence at NSMC. Honor your colleagues: call 781-581-4567, e-mail NSMCRognition@partners.org or submit an online recognition form found on the NSMC Connect homepage.