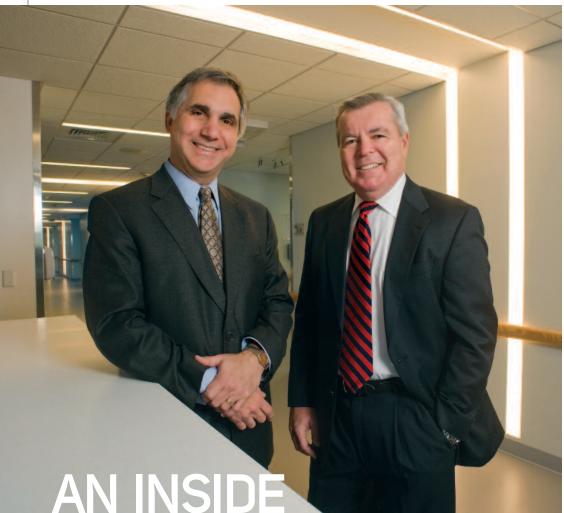
nsmcGiving

ADVANCING PHILANTHROPY AT NORTH SHORE MEDICAL CENTER



A Publication of the NSMC Development Office



PERSPECTIVE



Partners HealthCare and North Shore Medical Center are taking a leadership role in redesigning care to be more patient-centered and affordable. This process is bringing together teams from across Partners HealthCare to rethink how work is done and develop sustainable, long-term changes in how care is delivered. Recently, Partners President and CEO Gary Gottlieb, M.D., and NSMC President and CEO Robert Norton sat with NSMC Giving to share how these institutions are changing to create a new future for healthcare.

Inside:



Improving access, quality and affordability



Wellness programs for cancer patients yield powerful results



Kevin Noyes embraces role as chairman of 2011 Cancer WALK

continued on page 10

Dear Friends



It gives us great pleasure to introduce our first NSMCGiving Year in Review special issue. In an attempt to "go green," and consolidate some communications materials, North Shore Medical Center did not produce a separate annual report this year. Instead, this spring issue of NSMCGiving provides an overview of some of the key accomplishments of calendar year 2010 and recognizes our generous donors.

There were a number of notable milestones last year: Gary Spiess stepped down as Chairman of the NSMC Board of Trustees and Richard Holbrook took the reins. We are grateful for Gary's leadership over the past five years and are delighted that he will continue to represent

North Shore Medical Center as Chair of the Partners HealthCare Audit Committee. As the President and CEO of Eastern Bank, Rich Holbrook continues the long-standing commitment of Eastern Bank to the community and to NSMC in particular.

Another significant leadership transition took place at the Partners level, with James Mongan, M.D., stepping down as President and CEO of Partners HealthCare and Brigham and Women's Hospital President Gary Gottlieb, M.D., M.B.A., moving into the Partners role. See the cover story of this publication to read a Q and A with Dr. Gottlieb and NSMC President Bob Norton focusing on the current state of healthcare and the strategic direction of Partners.

June 20, 2010, marked the 20th anniversary of the North Shore Cancer WALK. It was a gorgeous, sunny day—Father's Day—and, as has been its history for the previous 19 years, fathers, mothers, grandparents, children and teens all walked together along the 6.2 mile route—many for the 20th time. A 5K RUN was also added, attracting hundreds more runners than had been anticipated for a first-year effort.

Lastly, this Year in Review issue recognizes the hundreds of individuals, corporations, foundations and families who provided valuable philanthropic support to NSMC in 2010. From gifts directed to the Best Care, Right Place campaign, to the 1874 Society and the WALK, contributions from the community are vital to our continued excellence. Thanks to each and every one of you and all the best wishes.

Sincerely,

Richard C. Bane

Rih Jone

NSMC Trustee Chairman, Development Committee Saraf Op Ones

Sara J. Andrews

Senior Vice President for Development

NSMCGiving | Spring 2011

NSMCGiving is a publication of the North Shore Medical Center Development Office. It is published three times a year for supporters and friends of NSMC.

Comments, questions and suggestions should be addressed to:

Sara Andrews, Senior Vice President for Development 978-825-6250, sandrews1@partners.org

NSMC *Giving* / NSMC Development Office 81 Highland Avenue – ED Ground, Salem, MA 01970

Please write to us at the above address if you wish to have your name removed from our distribution list for future fundraising materials designed to support North Shore Medical Center.



2010 YEAR IN REVIEW

THIS HAS BEEN A DEFINING YEAR FOR HEALTHCARE. Today,

Massachusetts leads the nation with 98 percent of all residents now having

health insurance coverage. This is both a major accomplishment for the Commonwealth and an encouraging precedent for what could take place at the national level in years to come. With almost every resident of Massachusetts now enjoying the benefits of health insurance, the next stage of healthcare reform has become clear: All hospitals and healthcare providers must now deliver greater value in terms of access, quality and affordability.

2010 YEAR IN REVIEW (continued from page 3)

North Shore Medical Center is well positioned to succeed in this challenging new healthcare environment. Efforts to improve access, quality and affordability have long been the focal point of NSMC's strategic vision, leading to advanced clinical collaborations with Massachusetts General Hospital, a growing network of primary care physicians, new and improved facilities and innovative outreach programs. NSMC—along with its peer hospitals in the Partners HealthCare network—continues to take a leadership role in redesigning care to be more patient-centered and affordable.

SETTING A NEW STANDARD FOR CARE

Since it first opened in June of 2009, the Mass General/North Shore Center for Outpatient Care in Danvers has been enthusiastically embraced by patients as the new standard for outpatient care in terms of clinical sophistication, quality and convenience.

Building on decades of collaboration between Massachusetts General Hospital and North Shore Medical Center, the Center offers an array of medical and surgical services, outpatient day surgery, a cardiology practice and cardiac testing service, vascular services, diagnostic imaging and technology and a breast health center. To date, the Center has provided more than 50,000 treatments and healthcare services to patients and families on the North Shore.

The Center is also the new home of the Mass General/North Shore Cancer Center, providing patients with advanced diagnosis and state-of-the-art medical, radiation and surgical oncology treatment and services. The Cancer Center has also developed new collaborative multi-disciplinary medical and surgical oncology clinics featuring senior staff physicians from both MGH and NSMC.

RECRUITING GREAT NEW PHYSICIANS

With more patients now covered by health insurance in Massachusetts, the demand for primary care physicians is greater than ever. This has made attracting new primary care physicians a challenge for all hospitals. Anticipating this trend, NSMC and its multi-site physician practice, North Shore Physicians Group (NSPG), is now offering its physicians significant work flexibility, administrative support, training in advanced technology and access to world-renowned

specialists throughout Partners HealthCare. The result? NSPG has hired 28 outstanding new primary care and family practice physicians over the past several years.

We have also opened new primary care practice locations in Danvers, Beverly and North Danvers/Topsfield while renovating and enhancing our practices in Marblehead and Saugus. This has expanded patient comfort and improved access to services. As word of great new physicians and new facilities has spread over the past year, new patient visits to NSPG have grown by 11 percent.

TRANSFORMING THE INPATIENT EXPERIENCE

The opening of a new, state-of-the-art Intensive Care Unit on the Salem Campus in May 2010 brought NSMC one step closer to the completion of a \$50 million project to update its facilities. These capital improvements represent the single largest investment in inpatient care in the Medical Center's history. Supported by a record-setting fundraising campaign, the changes ensure that our inpatient facilities match the high caliber of our caregivers and clinical technology.

With the completion of 15 new private rooms on Davenport 5 in spring 2011, our three-year renovation at the Salem Campus has increased the number of single-bed rooms from 34 to 68 and reduced two-bed rooms from 80 to 64. We have also completed renovations in the Emergency Department, Birthplace, Pre-Admission Testing, Sleep Lab and Imaging and added the newly constructed Brudnick Women's Breast Health









All hospitals and healthcare providers must now deliver greater value in terms of access, quality and affordability.

Center. In each case, these upgrades have focused on comfort, privacy, family involvement, staff efficiency and room for advanced technology.

WALKING WITH OUR COMMUNITY

The 20th anniversary of the North Shore Cancer WALK and inaugural North Shore 5K Cancer RUN held last June in historic downtown Salem drew an estimated 5,000 participants. The event raised more than \$910,000 for the direct support of advanced cancer care right here on the North Shore.

The largest single-day fundraiser on the North Shore, and a source of vital funding for cancer treatment and programs, the WALK/RUN has raised more than \$16 million to date, helping fund the new Mass General/North Shore Cancer Center in Danvers, state-of-the-art equipment and

an array of innovative wellness programs. All money raised from the event stays in the community, ensuring that the very highest quality cancer care is available to patients on the North Shore.

The 2011 WALK/RUN will take place on June 26, with proceeds going to the renovation of the inpatient oncology unit on the Salem Campus as well as wellness services and support programs for the Mass General/North Shore Cancer Center.

CARING BEYOND THE HOSPITAL WALLS

NSMC is working closely with community health centers on the North Shore to ensure that the medically underserved have access to the right care in the right setting, not only to improve patient outcomes but also to contribute to overall patient affordability. In 2010, building on its historic clinical

collaboration with NSMC, Lynn Community Health Center (LCHC) received a \$3 million grant from Partners HealthCare to help finance a new addition to their facility. This grant will enable LCHC to add four new NSMC-credentialed primary care physicians to serve an estimated 4,000 children and adults who currently do not have a primary care doctor.

LCHC cares for more than 33,000 of Lynn's 89,000 residents. Some 45 percent of Lynn children under age 18 rely on the health center for primary medical care, dental services, behavioral health and specialty care. The Partners funding commitment is the largest the health center has received to date for the \$11 million project.

YEAR IN REVIEW

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Best Care, Right Place

The Campaign for the New NSMC









JUST OVER FOUR YEARS AGO, North Shore Medical Center began the quiet phase of a \$15 million fundraising campaign in support of the two capital projects launched to transform the delivery of healthcare on Boston's North Shore—the construction of the Mass General/North Shore Center for Outpatient Care in Danvers and significant renovations to clinical areas at Salem Hospital. Almost immediately, close friends of the Medical Center answered the call with three individual \$1 million gifts—the first ever in the institution's history. As we begin 2011, we are poised for success with more than \$13.8 million in hand and the possibility of a \$1 million challenge grant to complete this effort. Each of these contributions is listed below, and all donors will be recognized for their participation in each issue of NSMC Giving through the close of the campaign. NSMC leadership extends its deepest gratitude to every individual, family, corporation and foundation for helping to make these projects possible.

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CANCER CENTER WELLNESS









IT WAS 2003 and Sue de Vries was on a getaway weekend with friends when she was told she couldn't get a simple, relaxing massage. The reason? She was being treated for breast cancer. Shocked and frustrated, de Vries began thinking about what she could do to help others with cancer find comfort and support.

For the next three years, the Swampscott wife and mother dedicated herself to raising awareness of breast cancer and championing free wellness programs for cancer patients and their loved ones on the North Shore. With the help of Penny Bear Company founder Penny Wigglesworth of Marblehead, she created "Sue's Circle of Hope," a weekly workshop offering reiki, yoga, dance, chair massage and meditation. When de Vries died in 2006, her closest friends established the Sue de Vries Cancer Foundation to continue her work.

"Sue was beautiful, dynamic and optimistic," says friend Judi Karas, who co-founded and serves on the board of the Sue de Vries Cancer Foundation. "She wanted people to understand that people with cancer are living with—not dying from—their disease."

Providing wellness resources at the Mass General/North Shore Cancer Center is one way the foundation is advancing Sue's mission. When the facility relocated to Danvers in 2009, gifts from the Sue deVries Cancer Foundation made it possible to extend the HOPES Program—free wellness, education and support services for patients and families—from the Cancer Center's downtown Boston location to the North Shore. Louise Odachowski of Lynnfield is one of many patients who have benefited from wellness services at the Mass General/North Shore Cancer Center. Diagnosed in December 2009 with stage 3A breast cancer, Odachowski underwent





"Thanks to the compassionate care I received, cancer has been the best worst experience of my life."

LOUISE ODACHOWSKI

a mastectomy followed by chemotherapy and radiation. For a nurse used to being on the other side of a hospital bed, it was a challenging time.

"I had always prided myself on being strong, active and able to take on anything," Odachowski recalls. "I never imagined that my body could fail me."

While her clinical training helped her cope initially with her diagnosis and treatment, Odachowski was less prepared for the physical and emotional fallout. Aware of the benefits of therapeutic touch, she decided to take advantage of the HOPES Program's reiki, massage and acupuncture offerings.

"Cancer treatment can leave you feeling like your body has been assaulted," says Odachowski. "The fact that someone was not afraid to touch me-bald, sick and vulnerable as I was—was an enormous comfort."

Today, Odachowski is back to working full time and hiking in the woods with her three dogs. She's incorporated massage into her own nursing practice and says the focus she gained from wellness services during her treatment continues to benefit her as she recovers. Says Odachowski, "Thanks to the compassionate care I received, cancer has been the best worst experience of my life."

North Shore Cancer WALK/RUN Sunday, June 26, 2011



The 21st annual North Shore Cancer WALK (6.2 miles) and 2nd annual North Shore Cancer RUN (3.1 miles) will begin in Salem Willows Park and travel through historic downtown Salem. All proceeds will support cancer treatment and programs at North Shore Medical Center and the Mass General/North Shore Cancer Center. For more information, call 866-296-6900 or visit: www.northshorecancerwalk.org.

Kevin Noyes Named Chairman of 2011 Cancer WALK

Kevin Noyes, Director of the Danversbank Charitable Foundation, has been involved with the WALK for the past 12 years. In his role at Danversbank, Noyes has played an influential role in the bank's support of the WALK over the years and helped secure a \$150,000 charitable donation to North Shore Medical Center.

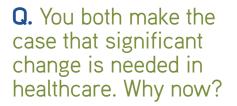
"I knew I had to do it, not only to represent the bank's involvement, but also to honor both of my parents, who have been afflicted with cancer'

Noyes's interest in and dedication to the WALK is both personal and professional, as his father passed away from cancer this past August and his mother is a breast cancer survivor. "I was truly honored to be asked to serve as this year's chairperson," says Noyes. "I knew I had to do it, not only to represent the bank's involvement, but also to honor both of my parents, who have been afflicted with cancer, and to recognize the great care my father received from the Mass General/North Shore Cancer Center.

Louise Odachowski of Lynnfield is one of many patients who have benefited from wellness services at the Mass General/North Shore Cancer Center.

AN INSIDE PERSPECTIVE (continued from cover)

PARTNERS AND NSMC CEOs DISCUSS THE WHY AND HOW OF CHANGING HEALTHCARE



(Gottlieb) This country's economy has undergone a substantial transition. Approximately 20 percent of the wealth we thought we had was an illusion. The federal government's debt is growing and Massachusetts has a structural deficit that's nearing 20 percent. And that just creates a reality: Federal and state governments are leveling off the increases in what they pay hospitals through Medicare and Medicaid.

(Norton) Our country can't go on indefinitely with healthcare costs consuming a larger and larger portion of everyone's budget. To continue our vital missions in the community, hospitals must add real value to patient care. That means redesigning care to ensure healthier, safer and more satisfied patients. It means making that care more affordable to patients and the country as a whole.

Q. How is Partners HealthCare leading that change?

(Gottlieb) Partners is focusing on three areas: redesigning care around our patients; improving the affordability of our services; and communicating the story of our mission.

For example, we know that about 10 percent of the Medicare population accounts for 70 percent of the cost. Partners is working to better coordinate care for these medically complex patients. For a patient with chronic disease, even a small change in their illness can prompt an emergency room visit or a stay in the hospital. However, we've shown that if we coordinate the clinical and community supports to keep them on their feet, we can better maintain their health and reduce frequent readmissions to the hospital.



Q. Help us with the new buzzwords: "accountable care" and "global payments."

(Norton) Building on Dr. Gottlieb's example, patients enrolled in NSMC's Living Well With Heart Failure Program benefit from very personal, intensive disease management. Patients who take advantage of this are less likely to be readmitted to the hospital. In the near future, hospitals and physicians will be compensated for how well we keep patients healthy—not just by how many times the patient receives care. Our network of caregivers will be fully accountable for the health of the patient.

(Gottlieb) The insurance company or the government says, look, if you provide care for a diabetic patient for a year, we'll pay you a fixed amount of money—a "global" payment. Right now, Partners primary care physicians are pioneering this approach with an extraordinary Medicare demonstration project. Locally, physicians in North Shore Physicians Group practices work with care managers in their offices to provide individualized support for medically complex Medicare patients. We are making a real difference in their health. And fewer hospital stays help control insurance premiums for everyone.



(Gottlieb) Caregivers from Partners hospitals are applying science to standardize the best clinical practices for patients with high-risk illnesses like colon cancer, heart disease, stroke and diabetes. By bringing together the best minds from NSMC, Brigham and Women's, Massachusetts General, McLean, Newton-Wellesley and Spaulding hospitals, Partners can pool its expertise to deliver consistently high-quality care across our system.

(Norton) NSMC staff and physician-led teams are redesigning care to deliver greater patient satisfaction and eliminate safety events. By analyzing patient falls—a frustratingly common source of injury in hospitals—our physicians and nurses can now predict which patients are at risk for falling. With that analysis, we redesigned how we care for patients and, on one floor, we cut the number of patient falls in half. Patients are safer. Hospital stays are shorter. Costs are controlled.

Q. What other ways are you managing healthcare costs?

(Norton) By implementing a voicerecognition system, our Department of Radiology has dramatically reduced the turnaround time for dictated diagnostic reports. That means specialists can diagnose and treat patients sooner. That's better care. And, with that one change, the Medical Center is saving hundreds of thousands of dollars annually in medical transcription costs. That's more efficient care.

Q. What's next for **NSMC** and Partners HealthCare?

(Norton) The long-term survival of our hospital's critical mission in the community depends upon our ability to change the way we provide care. Our mission won't change, but our hospital's internal culture is changing so we can continue to deliver on it.

(Gottlieb) My job is to facilitate the great work of the 54,000 dedicated people within Partners HealthCare—about 5,000 here on the North Shore—who are incredibly talented. We want to be centered around patients and their families and their needs. And we have to touch the communities that we serve. That kind of investment has the best return imaginable.

To learn more, visit: www.connectwithpartners.org



"Our mission wont change, but our hospital's internal culture is changing "Our mission won't change, but our so we can continue to deliver on it."

ROBERT NORTON

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THE NSMCFUND provides the Medical Center with the valuable unrestricted support needed to further innovations in healthcare delivery, purchase new equipment and augment programs

in patient care and teaching. Gifts of all sizes are important, yet a gift of \$1,000 or more recognizes you as a member of the 1874 Society, enabling you to receive special recognition in our publications and attend a variety of educational and social events throughout the year. Even more important is the knowledge that with a gift in support of the NSMC Annual Fund, you are helping to strengthen a variety of programs that ensure that *your* community hospital is here when you, your family or neighbors need us.

The 1874 Charter Society recognizes individuals who have made provisions for a future gift to North Shore Medical Center through their will or estate plan. We thank and acknowledge these members for recognizing the importance of planning future support to the Medical Center.

Please use the enclosed envelope to join thousands of others on the North Shore who care about strengthening North Shore Medical Center and thank you in advance for your support.

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For the past 20 years, thousands of walkers have raised over \$16 million for oncology services and equipment for patients on the North Shore. In 2010, over 5,000 people and 400 runners gathered at Salem Willows to celebrate the North Shore Cancer WALK's 20th Anniversary. Thank you to the dedicated walkers, donors, team captains and sponsors who raised \$910,000 in 2010.

We are indebted to the following groups for their steadfast support of this annual event:

WALK Anniversary Committee
WALK General Committee
WALK Logistics Committee
Wicked Running Club
Volunteers
In-kind donors
Entertainers

City of Salem Police and Fire
Salem Parks and Recreation Department
Salem Electrical Department
Salem Parking Department

In addition, we offer a special word of thanks to Mark Forziati of Marblehead, the 2010 WALK Chairman. Mark brought a renewed energy and excitement to the 20th Anniversary Cancer WALK and increased total fundraising by 10 percent.

Thank you one and all for your dedication to the North Shore Cancer WALK.

2010 North Shore Cancer WALK Sponsors

2010 WALK Presenting Sponsor Danversbank

2010 WALK Leadership Sponsor

Team4Zrt

Eastern Bank Charitable Foundation

2010 WALK Supporting Sponsor

DeIulis Brothers Construction
Designer Bath & Salem Plumbing Supply
Dunkin Donuts

Electric Insurance Company

General Electric Aviation

Grosvenor Park Rehabilitation Center

Healthbridge Management Salem Waterfront Hotel

Salem Five Charitable Foundation
Willow Laboratories

2010 WALK Benefactor Sponsor

Serafini, Serafini, Darling & Correnti, L.L.P. Thermal Circuits

Barbara and Anthony Klein Whole Foods Market

2010 WALK Anniversary Sponsor

Hutchinson Medical Flowers by Darlene Zampell Refractories, Inc.

2010 WALK Media Sponsor

The Daily Item
North Shore 104.9
7News WHDH-TV Boston

Teams That Raised \$5,000 or More

\$50,000 +

GE Lynn Team4Zrt

\$10.000 - \$25.000

Cathy's Crew
DeIulis Brothers Construction
North Shore Bank Pacers
Team Kathie Mitchell
Team Janie

\$5.000 - \$9.999

Ann & Friends Danversbank Cruzin' for Susan Electric Insurance Hungry For Life The Lung Rangers Marblehead Bank

The Penni Family Fund for Oncology Care Salem Five Striders

Team Sylvania

Individuals Who Raised \$1.000 or More

Mr. and Mrs. Keith T. Archung Mr. and Mrs. Joseph M. Baillie

Mrs. Beth Lee L. Baldini Mrs. Candace Beiler

Mrs. Katie I. Betts-Levine Mrs. Tara C. Boucher

Damon Boutchie and Sheila Griffin Dr. Kristin K. Bresnahan

Mr. Randall M. Brown Mrs. Caren Bussolari Ms. Catherine M. Caffarella

Ms. Crystal L. Calderone Liacos Ms. Kathy Carlson-Smith

Mrs. Amy Charlton
Mr. Josh Chmara

Ms. Lori Ciafardoni-Hawkes

Ms. Beth Cox Arthur and Francie Croft

Mr. and Mrs. Graham Daly Mr. Patrick DeIulis Mr. Robert V. Demaso

Ms. Becky DeWitt Mr. Mark A. DiPietro

Mrs. Andrea Donnelly Mrs. Kerrie Donnelly Mr. Tony Doucette

Miss Jenna Feldman Ms. Christina Ferri

Jennifer and Jim Flanagan Ms. Alesandra Forziati

Mr. Marco Forziati Ms. Marisa Forziati

Mark V. Forziati Mr. and Mrs. Ronald P. Fournier

Ms. Karyn Gabrielli Mrs. Gay A. Gardner

Mrs. Mary C. Gigliello Ms. Allison Gilgun

Mrs. Kelly D. Gray Ms. Mary Harrington

Mr. Scott Hentosh Ms. Pamela L. Hood Mrs. Beth Johnson

Mrs. Elise Kelley Mrs. Wendy A. Kelley Mrs. Nancy Kerins

Ms. Linda Lackey Mr. and Mrs. Richard L. Lawler

Mr. David Lazarakis Ms. Dale Lemure

Charles H. & Amy S. Leveroni Ms. Kathleen Litchman Mr. Iason A. Lizotte

Mr. and Mrs. Tom Lovejoy Ms. Carol S. Lovejoy

Mrs. Elissa Lucas Mrs. Carol D. Malinowski

Ms. Paula Masse Mr. Thomas Massie

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Mr. Scott Wentzell Miss Terri Whelan Mrs. Elizabeth Young Ms. Maria C. Zablocki

This special issue of NSMC *Giving* has been prepared to acknowledge the generous support of contributors to NSMC during the calendar year 2010. Every effort has been made to ensure the accuracy of these listings. Errors and omissions should be reported to the NSMC Development Office, 81 Highland Avenue, Salem, MA 01970; 978-741-1242.

To all of our donors, the staff of the medical center and the NSMC Development Office expresses its deepest appreciation.

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NSMC Salem Hospital

NSMC Union Hospital

MassGeneral for Children at North Shore Medical Center

NSMC Heart Center

NSMC Women's Center

North Shore Physicians Group

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UPCOMING EVENTS



1874 SOCIETY SPEAKER SERIES LIVING WELL WITH ALLERGIES

April 14, 5:30 - 7:30 p.m. Salem Waterfront Hotel 225 Derby Street, Salem, MA

WHOLE FOODS SWAMPSCOTT FIVE PERCENT DAY

April 27, 8 a.m. - 9 p.m. 331 Paradise Road, Swampscott, MA

Five percent of all store proceeds for this day will benefit the North Shore Cancer WALK/RUN. Come enjoy samples, register for the WALK/RUN and purchase T-shirts!



NORTH SHORE CANCER WALK/RUN

June 26. 8 a.m. for WALK 11 a.m. for RUN Salem Willows Park, Salem, MA

Join us for the 21st annual North Shore Cancer WALK and 2nd annual 5K North Shore Cancer RUN. To register for the WALK, please visit northshorecancerwalk.org. Registration for the RUN is \$20 and the first 300 entries will receive a tech running shirt. All runners must register online at northshorecancerrun.org.



NSMC GOLF CLASSIC AT TURNER HILL

June 13, 1:00 p.m. Turner Hill Golf and Racquet Club lpswich, MA

To reserve your space in this exclusive tournament, please contact Rachel Chase at 978-825-6236.

Turner Hill features a par-72 course that preserves and promotes the area's breathtaking natural surroundings, offering a balance of dramatic and challenging play.

For additional information about these events, please contact the NSMC Development Office at 978-741-1242.



NORTH SHORE MEDICAL CENTER is a multi-site health system located north of Boston and a member of Partners HealthCare, which was founded by Massachusetts General Hospital and Brigham and Women's Hospital. Together with Massachusetts General Hospital, we opened the Mass General/North Shore Center for Outpatient Care in Danvers in 2009.